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2013
annual report

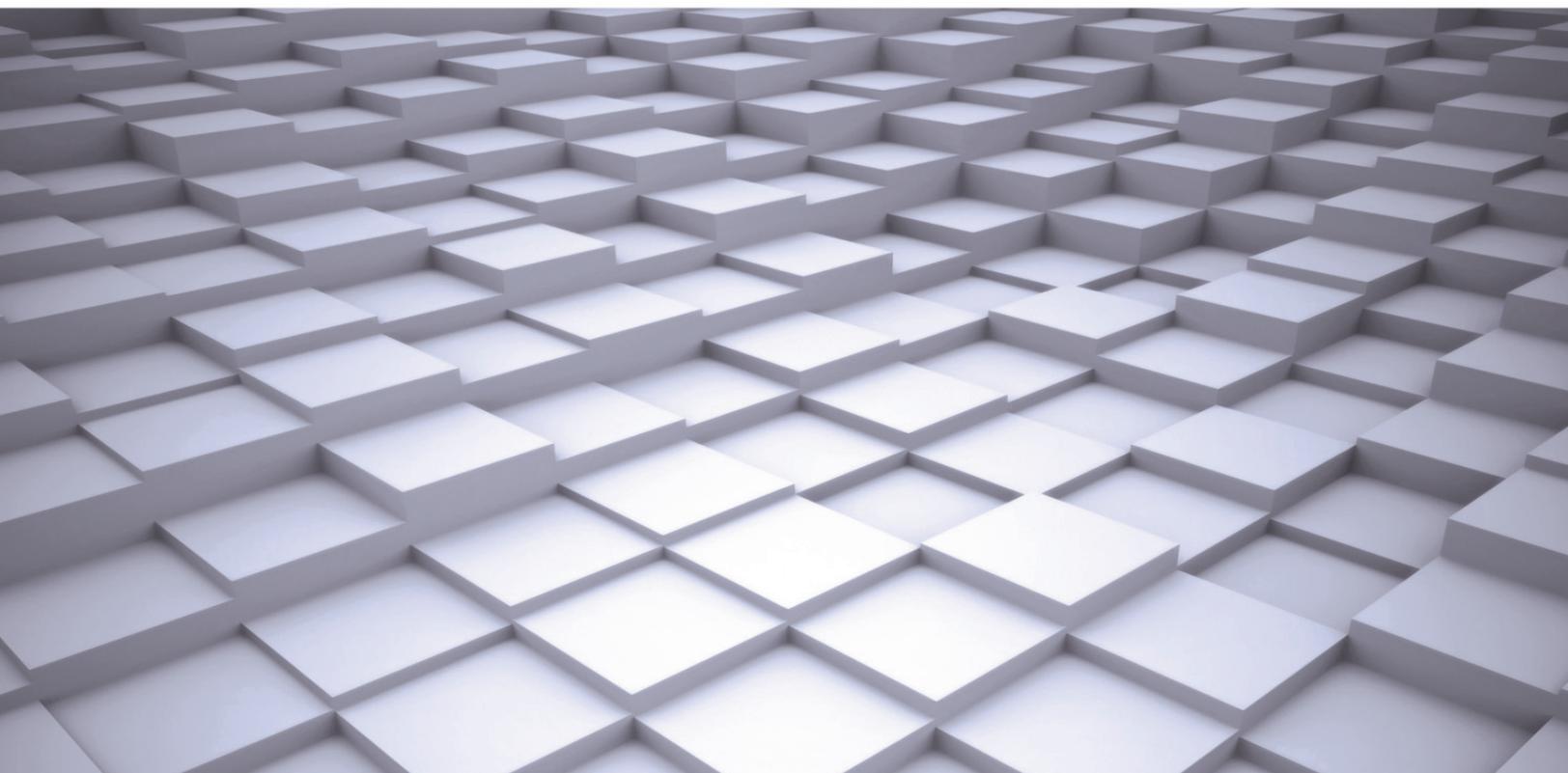
Foundation

FOR
the
FUTURE

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DAU MISSION

Provide a global learning environment to develop qualified acquisition, requirements, and contingency professionals who deliver and sustain effective and affordable warfighting capabilities.



President's Letter



I am honored to be a part of the DAU family and contribute to the University's legacy as a premier, globally recognized training and development organization for the Defense Acquisition Workforce. My predecessor, Katrina McFarland, said, "DAU is the foundation for the future." The products and services we

offer and the supporting infrastructure provide the Defense Acquisition Workforce with a global learning environment upon which they can build the skills necessary for their future careers and improve acquisition outcomes for our Nation's warfighters.

I was selected for this position following one of the most challenging years the University has faced—a year full of budgetary uncertainties that culminated with furloughs and the sequestration. DAU faculty and staff, under the exceptional leadership of Acting President Dr. James McMichael, overcame these challenges by implementing innovative cost-cutting measures without sacrificing the high-quality instruction the University has delivered for nearly 25 years. We are well poised to operate in the new budget environment, which expects increased results with fewer resources. Thanks to the diligent efforts of staff and faculty, DAU successfully completed numerous goals in FY13, including:

- Provided more than 10 million hours of learning
- Graduated 199,980 students
- Provided 433,629 hours of mission assistance
- Offered 293 online continuous learning modules
- Provided 229,780 contact hours on the Defense Acquisition Portal and the Acquisition Community Connection with 85,000 ACC contributions and more than 26 million page views

During FY13, DAU also experimented with novel use of technology to reduce required travel for both students and instructors while still providing the services expected of the University. We delivered training using the Telepresence high-definition videoconferencing system and we conducted a "virtual classroom" pilot using Defense Connect Online. Implementing these and other alternate delivery methods are necessary to sustain us in the future.

It was due in part to this continued innovation and impact to the Defense Acquisition Workforce that the University was once again recognized by numerous professional education organizations. I am pleased to report that last year the Global Council of Corporate Universities awarded DAU the Gold for Best Overall Corporate University. Additionally, the DAU executive coaching program was recognized by the International Coach Federation with an award for Excellence in Coaching. The University also was recognized by Chief Learning Officer (CLO Media) once again with LearningElite Awards for Learning Impact and as a Top 10 LearningElite Organization. These honors are a testament to the commitment and efforts of the entire DAU family.

Regardless of the environment the University operates within, the training of the Defense Acquisition Workforce is of the utmost importance to ensure efficient and successful acquisition outcomes. DAU faculty and staff are extremely talented, hardworking, and committed to the continual training and development of the acquisition community. We have a demonstrated history of providing the best in acquisition products and services. We have shaped the Defense acquisition community and improved the efficiency of the Department of Defense acquisition process, effectively supporting our Nation's warfighters. I look forward to our continued service together as we provide the foundation for the future of Defense acquisition.



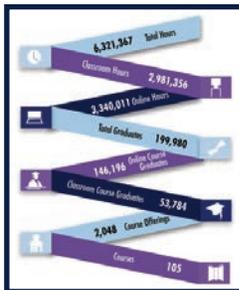
The Defense Acquisition University (DAU) is the primary training organization for the Defense Acquisition Workforce. We are committed to providing the training—both formal and informal—engaging our students both in the classroom and on the job. Our formal classroom and online certification training is augmented with face-to-face mission assistance engagements plus a virtual, continuous presence with the workforce through



our online continuous learning center and knowledge sharing Web sites. These products and services enhance workplace performance and promote mission effectiveness, providing a foundation for the future of Defense acquisition—ultimately developing fully qualified acquisition professionals who provide cost-effective systems, equipment, and services to meet warfighter requirements.

Learning Assets

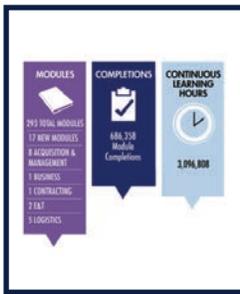
Defense Acquisition University is the premier training organization for the Defense Acquisition Workforce. Expert faculty and staff are available to assist workforce members at every level of their careers and at any step of the Defense acquisition project life cycle. DAU establishes the foundation of the future of the Defense acquisition community by providing certification training vital to developing qualified acquisition, requirements, and contingency professionals of all levels. DAU also provides career-long support through a variety of online resources and informal learning programs, available to all Defense acquisition professionals, to ensure that the Defense Acquisition Workforce has access to the most up-to-date acquisition- and Defense-related policies and materials. When needed, DAU subject matter experts provide a variety of one-on-one and team-oriented mission assistance engagements to acquisition organizations and teams to address critical acquisition issues. Collectively, the formal training, informal resources, and mission assistance offered by DAU promote workplace efficiency, enhance mission effectiveness, and shape the future of the Defense Acquisition Workforce.



Training

DAU offers training courses for each of the 14 Defense Acquisition Workforce Improvement Act (DAWIA) career fields. Defense Acquisition Workforce members must be certified for the positions they hold. Through DAU's 105 core certification and core plus training courses, workforce members are able to fulfill the training requirements for their career-field certifications. In FY13, there were:

- 6,321,367 hours of training
- 199,980 total graduates
- 146,196 online graduates
- 53,784 classroom graduates



Continuous Learning

Defense Acquisition Workforce members must keep current with new policies and initiatives. DoD policy requires workforce members to earn 80 continuous learning points every 24 months to maintain currency in their career fields. DAU's Continuous Learning Center places cutting-edge modules at the fingertips of the workforce. This anytime, anywhere availability allows the workforce to cost-effectively meet continuous learning requirements. In FY13, there were:

- 293 continuous learning modules available
- 686,358 completions
- 3,096,808 contact hours



Mission Assistance

An organization's complex problems often require face-to-face support. DAU's Mission Assistance program extends services beyond the classroom and into the workplace. This program places seasoned faculty onsite at organizations ranging from smaller acquisition teams to larger acquisition programs to provide advice, consulting, rapid-deployment training on new initiatives, or training targeted to address unique mission needs. In FY13, there were:

- 735 consulting, targeted training, and rapid-deployment events
- 433,629 consulting, targeted training, and rapid-deployment contact hours

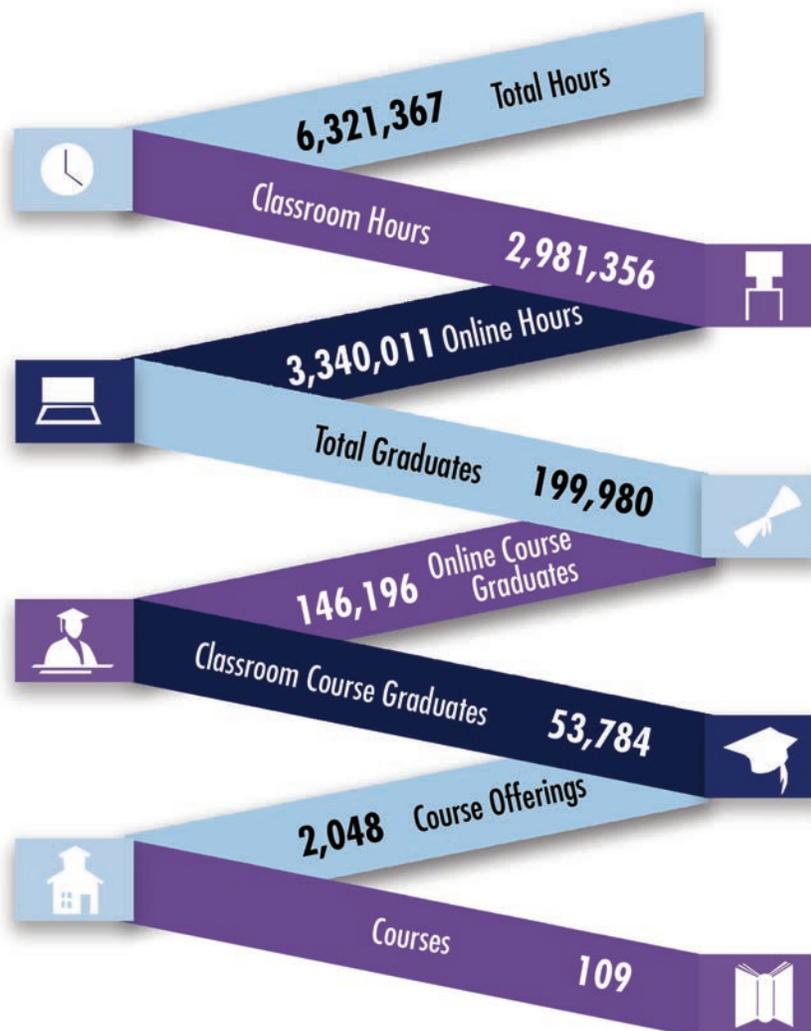


Knowledge Sharing

Access to acquisition knowledge outside traditional learning environments improves efficiency, innovation, and effectiveness, ultimately enhancing job performance. DAU's knowledge-sharing program augments the knowledge transfer that occurred in the classroom and gives individuals quick, easy access to information and connects them to other acquisition professionals anytime. In FY13, there were:

- 118,329 contact hours on the Defense Acquisition Portal
- 111,451 contact hours on the Acquisition Community Connection

Training



The training DAU provides to new Defense Acquisition Workforce members is critical in establishing a professional foundation they can draw from throughout their careers. DAU uses classroom and Web-based training and certification programs to keep all acquisition workforce members abreast with the latest trends, developments, resources, and information available for the acquisition community. While DAU faculty use a variety of proven teaching techniques to impart information to students, including both lecture and case-based curriculum, they are also on the forefront of innovative teaching techniques such as flipped classroom and distance-learning via Telepresence suites to reach remotely located workforce members while maintaining a low per-student cost. DAU faculty have extensive real-world backgrounds in Defense acquisition and are experienced with many of the issues students will confront. These subject matter experts not only provide the certification training that qualified acquisition professionals need now, but continuously develop the body of acquisition knowledge to meet future learning requirements.



Accomplishments

- Restructured the curriculum for the Industrial Management career field
- Piloted Contract Government Property Management Systems and Auditing Concepts (IND 205)
- Explored the viability of TelePresence-oriented course delivery methods Deployed Supportability Analysis course (LOG 211) to nine classes
- Presented a student pilot of Understanding Industry (Business Acumen) (ACQ 315)
- Presented a “virtual classroom” of Intermediate Systems Planning, Research, Development, and Engineering, Part II (SYS 203) to students at remote locations
- Successfully completed the first three instructor pilots at the College of Contract Management in support of the Government Flight Representative, Government Ground Representative, and Aviation Safety Officer curricula

Training

Software Cost Estimating Lesson Presented Via TelePresence

An instructor at DAU's West Region in San Diego used the TelePresence videoconferencing system to present a newly revised lesson on software cost estimating to an Intermediate Information Systems Acquisition (IRM 202) class in Huntsville, AL., March 19. A mobile TelePresence unit in DAU's South Region classroom provided two-way video and audio between locations, and South Region instructors assisted by facilitating several in-class exercises. Students remained actively engaged throughout the entire 4-hour lesson, demonstrating the viability of TelePresence as an alternative medium to deliver more exercise-intensive lessons. The successful instruction block also showcased the feasibility of TelePresence as an effective methodology for introducing new lesson material to DAU's geographically distributed faculty.



Kirkpatrick Level 4 Pilot Study

Defense Systems Management College (DSMC) completed a Kirkpatrick Level 4 pilot study on PMT 401 and PMT 402. Dr. James Kirkpatrick, Kirkpatrick Partners, LLC., out-briefed the results of the study September 27. The survey and subsequent interviews verified that Level 3 and Level 4 results are being achieved by both courses. Our customers, both students and their supervisors, provided examples of where learning is being applied in the workplace (Level 3 outcome) and how it is contributing to positive acquisition program outcomes (Level 4 outcome). They place a high value on the training they received. Those same customers also indicated that, overall, they were completely satisfied with PMT 401 and PMT 402. They felt the investment they have made in the enhancement of their future program managers and key acquisition leaders was extremely beneficial and provides these personnel with the training necessary to achieve the right acquisition outcomes.

Understanding Industry Course

During the week of June 24-28, DAU conducted the student pilot of the Understanding Industry (Business Acumen) (ACQ 315) course. Thirty-six students participated in the pilot offering, including 12 DAU faculty members. ACQ 315, which is presented from an industry perspective, covers a wide range of business knowledge competencies, including industry orientation, organization, cost and financial planning, supplier management, incentives, business strategy development, and negotiating strategies. Students learn about company strategies, finances, and operations that motivate corporate decisions and how to earn fair and reasonable profits while providing the best taxpayer value to the Government.

Advanced Contingency Contracting Course

DAU conducted an offering of the Advanced Contingency Contracting Course (CON 334), June 25-28, for 23 future Regional Contracting Center chiefs. DAU's faculty and Contingency Contracting Performance Learning Director worked with members of the Joint Staff J-4 office to capture the latest changes in Joint Pub 4-10, Operational Contracting. The instructors used this information to complete major updates to course materials, lectures, student exercises, and handouts.

Intermediate Systems Planning, Research, Development, and Engineering “Virtual Classroom” Pilot

DAU conducted an Intermediate Systems Planning, Research, Development, and Engineering, Part II (SYS 203) “Virtual Classroom” pilot during the week of November 26, 2012 at Mid-Atlantic’s Pax River site. This offering of SYS 203 was presented using Defense Connect Online and phone bridges with all the students participating from different locations. Eleven students participated in the pilot, and their feedback was integrated into the expanded course offering that was successfully presented to 24 students March 18.



Supportability Analysis Course

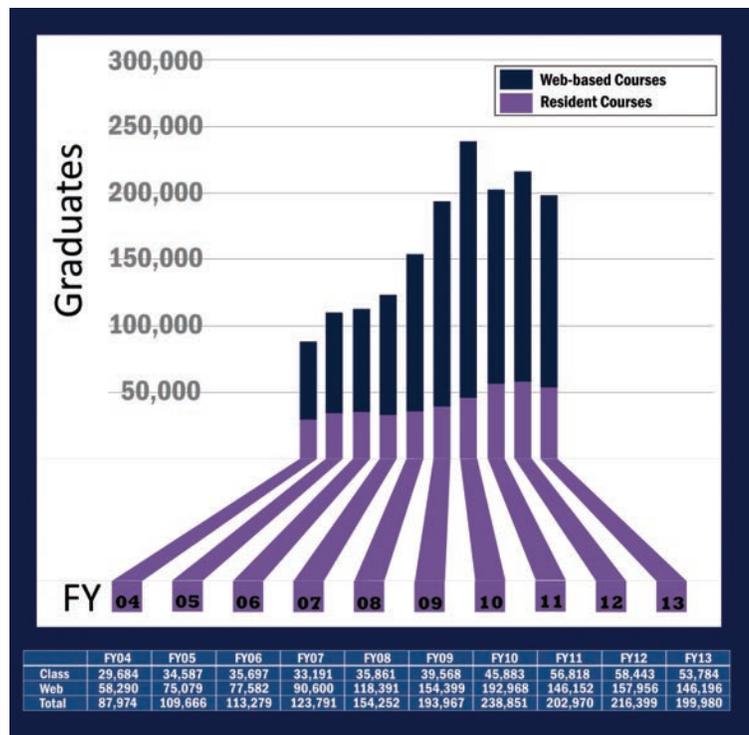
During the week of February 4-8, DAU conducted the first offering of the new Supportability Analysis course (LOG 211) at the Fort Belvoir campus. Designed as DAU’s foundational classroom course for the instruction of supportability analysis, LOG 211

uses a notional scenario to engage life-cycle logisticians and other career field students within the systems engineering process. As they work through the scenario, students must ensure that design characteristics such as reliability, availability, maintainability, and affordability are included as system performance requirements and that

the system is concurrently designed, developed, and acquired with the optimal product support infrastructure and resources. DAU presented nine LOG 211 offerings during FY13. In FY14, LOG 211 will become part of the Life Cycle Logistics Level III certification path.

Contract Government Property Management Systems and Auditing Concepts Pilot

From August 5 to 16, DAU conducted a pilot offering of the Contract Government Property Management Systems and Auditing Concepts course (IND 205). At Defense Contract Management Agency’s (DCMA) request, DAU developed new terminal learning objectives, enabling learning objectives, related content, and exercises for IND 205. The course is designed to teach students to identify the factors that help determine the adequacy of a contractor’s property management system, including fundamental auditing concepts. During the last 2 years, DAU has completely revised its property-specific courses for the Industrial Management career field.



Training

Acquisition

- ACQ 101 Fundamentals of Systems Acquisition Management*
- ACQ 201A Intermediate Systems Acquisition, Part A*
- ACQ 201B Intermediate Systems Acquisition, Part B
- ACQ 265 Mission-Focused Services Acquisition
- ACQ 315 Understanding Industry (Business Acumen)
- ACQ 370 Acquisition Law
- ACQ 401 Senior Acquisition Course
- ACQ 403 Defense Acquisition Executive Overview Workshop
- ACQ 404 Systems Acquisition Management Course
- ACQ 405 Executive Refresher Course
- ACQ 450 Leading in the Acquisition Environment
- ACQ 451 Integrated Acquisition for Decisionmakers
- ACQ 452 Forging Stakeholder Relationships
- ACQ 453 Leader as Coach

Business, Cost Estimating, and Financial Management

- BCF 102 Fundamentals of Earned Value Management*
- BCF 103 Fundamentals of Business Financial Management*
- BCF 106 Fundamentals of Cost Analysis*
- BCF 107 Applied Cost Analysis
- BCF 204 Intermediate Cost Analysis
- BCF 205 Contractor Business Strategies
- BCF 206 Cost/Risk Analysis
- BCF 209 Acquisition Reporting for Major Defense Acquisition Programs (MDAPs) and Major Automated Information Systems (MAIS)
- BCF 211 Acquisition Business Management
- BCF 215 Operating and Support Cost Analysis
- BCF 220 Acquisition Business Management Concepts*
- BCF 225 Acquisition Business Management Application
- BCF 301 Business, Cost Estimating, and Financial Management Workshop
- BCF 302 Advanced Concepts in Cost Analysis

Contracting

- CON 090 Federal Acquisition Regulation (FAR) Fundamentals
- CON 100 Shaping Smart Business Arrangements*
- CON 115 Contracting Fundamentals*

- CON 121 Contract Planning*
- CON 124 Contract Execution*
- CON 127 Contract Management*
- CON 170 Fundamentals of Cost and Price Analysis
- CON 200 Business Decisions for Contracting*
- CON 216 Legal Considerations in Contracting*
- CON 232 Overhead Management of Defense Contracts
- CON 234 Joint Contingency Contracting
- CON 235 Advanced Contract Pricing
- CON 237 Simplified Acquisition Procedures*
- CON 243 Architect-Engineer Contracting
- CON 244 Construction Contracting
- CON 250 Fundamentals of Cost Accounting Standards—Part I
- CON 251 Fundamentals of Cost Accounting Standards—Part II
- CON 260A The Small Business Program, Part A*
- CON 260B The Small Business Program, Part B
- CON 270 Intermediate Cost and Price Analysis
- CON 280 Source Selection and Administration of Service Contracts
- CON 290 Contract Administration and Negotiation Techniques in a Supply Environment
- CON 334 Advanced Contingency Contracting Officer's Course
- CON 360 Contracting for Decisionmakers
- COR 206 Contracting Officer's Representatives in a Contingency Environment
- COR 222 Contracting Officer's Representative Course

Earned Value Management

- EVM 201 Intermediate Earned Value Management
- EVM 262 EVMS Validation and Surveillance
- EVM 263 Principles of Schedule Management

Facilities Engineering

- FE 201 Intermediate Facilities Engineering
- FE 301 Advanced Facilities Engineering

Grants

- GRT 201 Grants and Agreements Management

Industrial/Contract Property Management

- IND 105 Contract Property Fundamentals
- IND 205 Contract Government Property Management Systems and Auditing Concepts

Information Systems Acquisition

- IRM 101 Basic Information Systems Acquisition*
- IRM 202 Intermediate Information Systems Acquisition
- IRM 304 Advanced Information Systems Acquisition

Logistics

- LOG 101 Acquisition Logistics Fundamentals*
- LOG 102 Fundamentals of System Sustainment Management*
- LOG 103 Reliability, Availability, and Maintainability* (RAM)
- LOG 200 Intermediate Acquisition Logistics, Part A*
- LOG 201 Intermediate Acquisition Logistics, Part B
- LOG 204 Configuration Management*
- LOG 206 Intermediate Systems Sustainment Management*
- LOG 211 Supportability Analysis
- LOG 235 Performance-Based Logistics*
- LOG 340 Life Cycle Product Support
- LOG 350 Enterprise Life Cycle Logistics Management

Production, Quality, and Manufacturing

- PQM 101 Production, Quality, and Manufacturing Fundamentals*
- PQM 201A Intermediate Production, Quality, and Manufacturing, Part A*
- PQM 201B Intermediate Production, Quality, and Manufacturing, Part B
- PQM 203 Preparation of Commercial Item Description for Engineering and Technical Personnel**
- PQM 301 Advanced Production, Quality, and Manufacturing

Program Management

- PMT 202 Multinational Program Management
- PMT 203 International Security and Technology Transfer/Control
- PMT 251 Program Management Tools Course, Part I*
- PMT 257 Program Management Tools Course, Part II**
- PMT 304 Advanced International Management Workshop
- PMT 313 Advanced Technology Security/Control Workshop
- PMT 352A Program Management Office Course, Part A*
- PMT 352B Program Management Office Course, Part B

- PMT 400 Program Manager's Skills Course
- PMT 401 Program Manager's Course
- PMT 402 Executive Program Manager's Course

Requirements Management

- RQM 110 Core Concepts for Requirements Management*
- RQM 310 Advanced Concepts and Skills for Requirements Management
- RQM 403 Requirements Executive Overview Workshop
- RQM 413 Senior Leader Requirements Course

Software Acquisition

- SAM 101 Basic Software Acquisition Management*
- SAM 301 Advanced Software Acquisition Management

Systems Planning, Research, Development, and Engineering—Science and Technology (S&T) Managers

- STM 202 Intermediate S&T Management
- STM 303 Advanced S&T Management

Systems Planning, Research, Development, and Engineering—Systems Engineering

- SYS 101 Fundamentals of Systems Planning, Research, Development, and Engineering*
- SYS 120 Defense Standardization Workshop
- SYS 130 Specification Selection and Application
- SYS 202 Intermediate Systems Planning, Research, Development, and Engineering, Part I*
- SYS 203 Intermediate Systems Planning, Research, Development, and Engineering, Part II
- SYS 302 Technical Leadership in Systems Engineering

Test and Evaluation

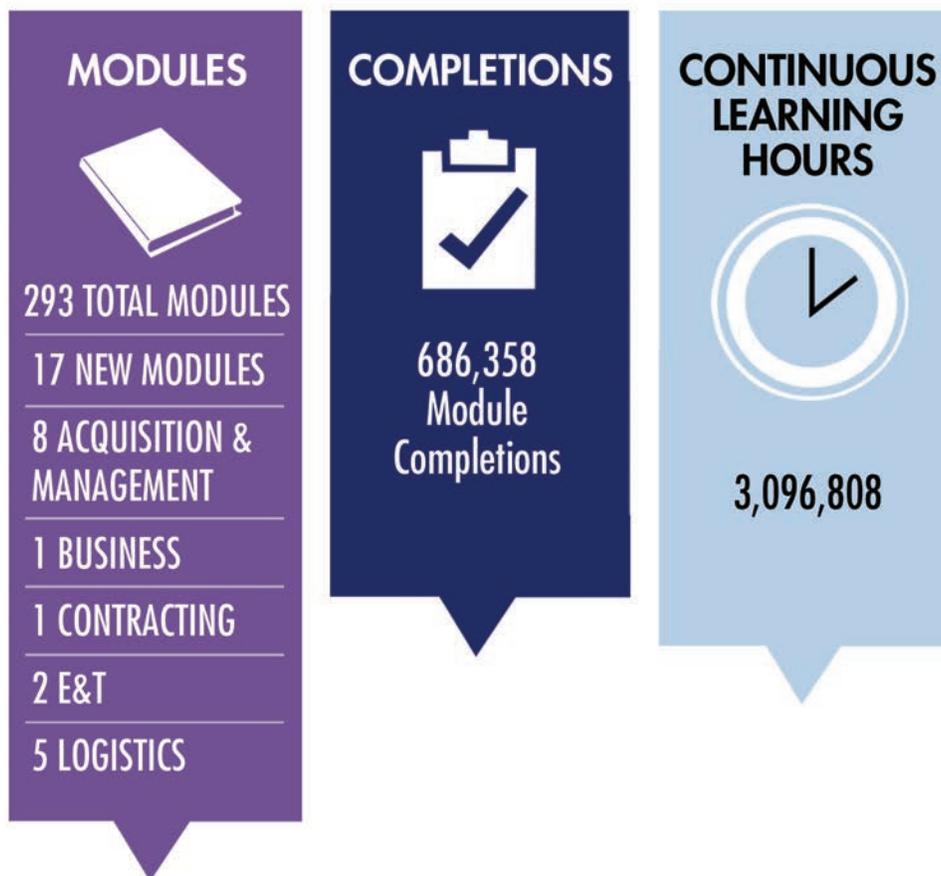
- TST 102 Fundamentals of Test and Evaluation*
- TST 203 Intermediate Test and Evaluation
- TST 303 Advanced Test and Evaluation

* Distance learning

** Facilitated online

All other courses are Resident

Continuous Learning



The future of Defense acquisition requires every member of the Defense Acquisition Workforce to be familiar with the latest policies, procedures, and acquisition initiatives. DAU ensures this information is available to the workforce by offering the acquisition community numerous continuous learning opportunities, including immediate online access to nearly 300 continuous learning modules. DAU also hosts and sponsors events offering forums for the Defense Acquisition Workforce to meet with senior DoD leadership and industry representatives to focus on relevant Defense acquisition issues.



Accomplishments

- Developed 17 new continuous learning modules
 - 8 Acquisition and Management
 - 1 Business
 - 1 Contracting
 - 2 Engineering and Technology
 - 5 Logistics
- Hosted Senior Leaders Acquisition Training
- Hosted professional development Hot Topic Training Forums
 - How are we doing?—A look at the June 2012 Report on the performance of the Defense Acquisition System
 - Cybersecurity—Its Impact on the Acquisition of Defense Systems
 - Agile Project Management
 - Better Buying Power Training to Meet Defense Acquisition Challenges

Continuous Learning

CLB 025 Total Ownership Cost

This module provides business cost estimating and financial management personnel with the framework necessary to estimate total ownership cost within the acquisition process. It is not intended to duplicate information documented in various Department of Defense (DoD) and Service-level policy, guidance, and implementing instructions, but to provide a frame of reference for developing TOC estimates.

CLC 052 Contracting with Canada

This module is intended to provide a “one-stop-shop” for information that is specific to the DoD when contracting with Canadian suppliers.

CLE 032 Sustainable Manufacturing for DoD – Part 1

This module addresses environmental topics in sustainability from a very broad perspective and then narrows the focus to look at sustainable manufacturing considerations.

CLL 035 Operating and Support Cost Estimating for the Product Support Manager

This module introduces and addresses the responsibilities of the life-cycle logistician in supporting both DoD and the Program Manager in planning for the life-cycle “sustainability” of weapon systems and programs.

CLL 056 Sustainment of Software Intensive Systems

This module addresses the role and importance of operating and support cost estimating in life-cycle product support planning.

CLM 023 DAU AbilityOne Contracting

This module provides Federal procurement/acquisition professionals and purchase card holders a better understanding of the AbilityOne Program. There are over 14 million Americans with severe disabilities, and the unemployment rate for people with severe disabilities is 70 percent. The AbilityOne Program helps people with disabilities who are unable to obtain or maintain employment on their own.

Data Management

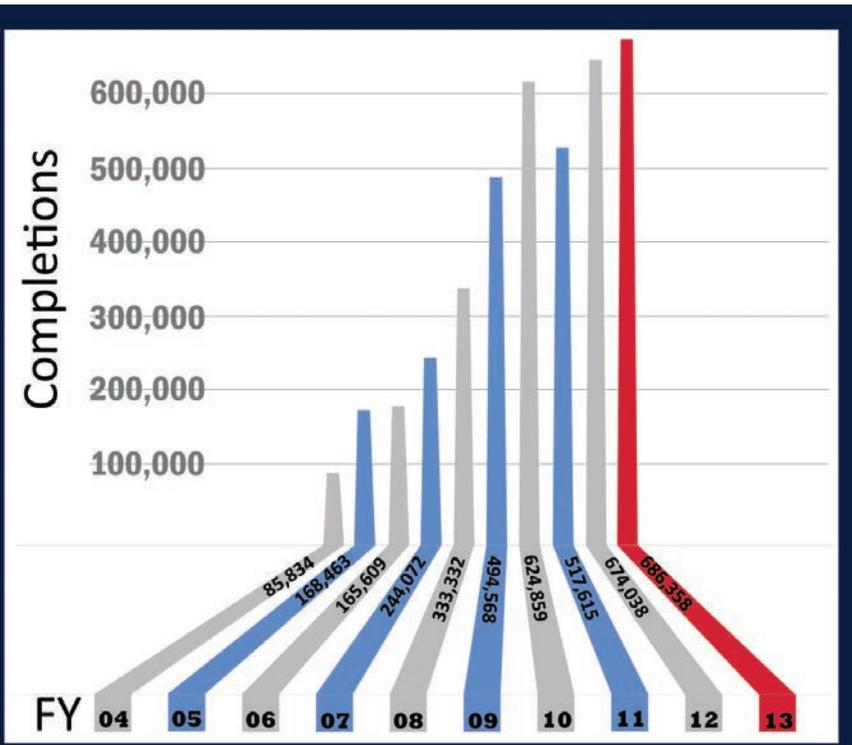
Information is one of our nation’s greatest sources of power. We must treat information as a strategic asset and we must protect information and information

systems against adverse events. Therefore, understanding data acquisition, management, and rights is critical to enhancing support throughout the system life cycle. In FY13, DAU launched a series of continuous learning modules targeted at providing acquisition professionals with the fundamental knowledge required to create better data management plans and obtain the necessary data rights for systems being delivered to the warfighter, thus affording opportunities to reduce life-cycle cost and increase operating and support competition.



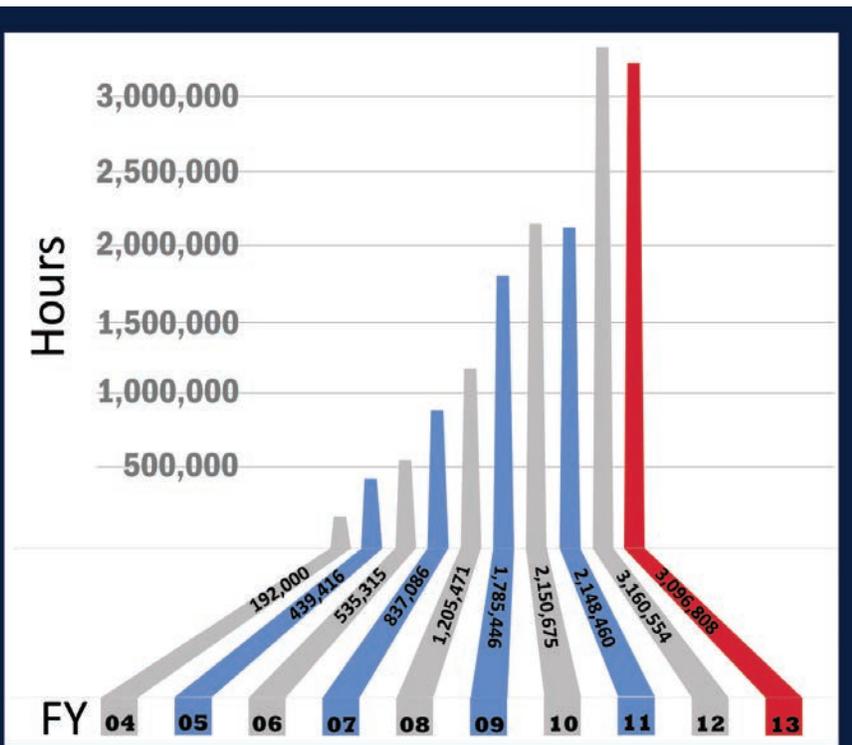
Included in that series were:

- CLM 071 Introduction to Data Management
- CLM 072 Data Management Strategy
- CLM 073 Data Management Planning System
- CLM 074 Technical Data and Computer Software Rights
- CLM 075 Data Acquisition
- CLM 076 Data Markings
- CLM 077 Data Management Protection and Storage



Continuous Learning Module Completions

During FY13, the Defense Acquisition Workforce completed 686,358 Continuous Learning Modules (CLMs). With budget constraints impacting continuous learning opportunities such as conference attendance, CLM completions are expected to increase since the requirement for Defense Acquisition Workforce members to earn 80 Continuous Learning Points during 24 months remains in place.



Continuous Learning Contact Hours

Time is well spent in DAU's Continuous Learning Center (CLC). All modules in the CLC offer the workforce the opportunity to meet their continuous learning requirements while refreshing skills and keeping abreast of current initiatives in acquisition.

Continuous Learning Modules

Business Modules

- CLB 007 Cost Analysis
- CLB 008 Program Execution
- CLB 009 Planning, Programming, Budgeting, and Execution and Budget Exhibits
- CLB 010 Congressional Enactment
- CLB 011 Budget Policy
- CLB 014 Acquisition Reporting Concepts and Policy Requirements
- CLB 016 Introduction to Earned Value Management
- CLB 017 Performance Measurement Baseline
- CLB 018 Earned Value and Financial Management Reports
- CLB 019 Estimate at Completion
- CLB 020 Baseline Maintenance
- CLB 023 Software Cost Estimating
- CLB 024 Cost Risk Analysis Introduction
- CLB 025 Total Ownership Cost
- CLB 026 Forecasting Techniques
- CLB 029 Rates
- CLB 030 Data Collection and Sources
- CLB 031 Time Phasing Techniques
- CLB 032 Force Structure Costing
- CLB 033 Databases for the Cost Estimate
- CLB 034 Probability Trees

Contracting Modules

- CLC 001 Defense Subcontract Management
- CLC 003 Sealed Bidding
- CLC 004 Market Research
- CLC 005 Simplified Acquisition Procedures
- CLC 006 Contract Terminations
- CLC 007 Contract Source Selection
- CLC 008 Indirect Costs
- CLC 009 Service-Disabled, Veteran-Owned Small Business Program
- CLC 011 Contracting for the Rest of Us
- CLC 013 Services Acquisition
- CLC 020 Commercial Item Determination
- CLC 023 Commercial Item Determination Executive Overview

- CLC 024 Basic Math Tutorial
- CLC 025 Small Business Program for Contracting Officers
- CLC 026 Performance-Based Payments Overview
- CLC 027 Buy American Act
- CLC 028 Past Performance Information
- CLC 030 Essentials of Interagency Acquisitions/Fair Opportunity
- CLC 031 Reverse Auctioning
- CLC 033 Contract Format and Structure for DoD e-Business Environment
- CLC 035 Other Transaction Authority for Prototype Projects: Comprehensive Coverage
- CLC 036 Other Transaction Authority for Prototype Projects Overview
- CLC 037 A-76 Competitive Sourcing Overview
- CLC 039 Contingency Contracting Simulation: Barda Bridge
- CLC 040 Predictive Analysis and Scheduling
- CLC 041 Predictive Analysis and Systems Engineering
- CLC 042 Predictive Analysis and Quality Assurance
- CLC 043 Defense Priorities and Allocations System
- CLC 044 Alternative Dispute Resolution
- CLC 045 Partnering
- CLC 046 Green Procurement
- CLC 047 Contract Negotiation Techniques
- CLC 051 Managing Government Property in the Possession of Contractors
- CLC 052 Contracting with Canada
- CLC 054 Electronic Subcontracting Reporting System (eSRS)
- CLC 055 Competition Requirements
- CLC 056 Analyzing Contract Costs
- CLC 057 Performance-Based Payments and Value of Cash Flow
- CLC 058 Introduction to Contract Pricing
- CLC 060 Time and Materials Contracts
- CLC 061 Online Representations and Certifications Application (ORCA)
- CLC 062 Intra-Governmental Transactions
- CLC 063 Sole Source Proposal Technical Evaluations
- CLC 064 Wage Determinations for Service and Construction Contracts
- CLC 102 Administration of Other Transactions

- CLC 103 Facilities Capital Cost of Money
- CLC 104 Analyzing Profit or Fee
- CLC 106 Contracting Officer's Representative (COR) with a Mission Focus
- CLC 107 OPSEC Contract Requirements
- CLC 108 Strategic Sourcing Overview
- CLC 110 Spend Analysis Strategies
- CLC 112 Contractors Accompanying the Force
- CLC 113 Procedures, Guidance, and Information
- CLC 114 Contingency Contracting Officer Refresher
- CLC 120 Utilities Privatization Contract Administration
- CLC 125 Berry Amendment
- CLC 131 Commercial Item Pricing
- CLC 132 Organizational Conflicts of Interest
- CLC 133 Contract Payment Instructions
- CLC 206 Contracting Officer's Representative in a Contingency Environment
- CLC 222 Contracting Officer's Representative Course

- CLE 025 Information Assurance (IA)
- CLE 026 Trade Studies
- CLE 028 Market Research for Engineering and Technical Personnel
- CLE 029 Testing in a Joint Environment
- CLE 032 Sustainable Manufacturing for DoD—Part 1
- CLE 034 DIACAP: Understanding the DoD Information Assurance Certification and Accreditation Process
- CLE 035 Introduction to Probability and Statistics
- CLE 036 Engineering Change Proposals for Engineers
- CLE 037 Telemetry
- CLE 038 Time Space-Position Information (TSPI)
- CLE 039 Environmental Issues in Testing and Evaluation
- CLE 040 IUID Marking
- CLE 041 Software Reuse
- CLE 045 Introduction to DoD Science and Technology Management
- CLE 046 Fundamentals of Executing a JCTD Project
- CLE 047 Grounding, Bonding, and Shielding
- CLE 060 Practical Software and Systems Measurement
- CLE 062 Human Systems Integration (HSI)
- CLE 063 Capability Maturity Model-Integration (CMMI)
- CLE 064 Standardization in the Acquisition Life Cycle
- CLE 065 Standardization Documents
- CLE 066 Systems Engineering for Systems of Systems
- CLE 067 Strategic Material Selection: Chemical Ranking System
- CLE 068 Intellectual Property and Data Rights
- CLE 070 Corrosion and Polymeric Coatings**
- CLE 201 ISO 9000
- CLE 301 Reliability and Maintainability

Engineering and Technology Modules

- CLE 001 Value Engineering
- CLE 003 Technical Reviews
- CLE 004 Introduction to Lean Enterprise Concepts
- CLE 006 Enterprise Integration Overview
- CLE 007 Lean Six Sigma for Manufacturing
- CLE 008 Six Sigma: Concepts and Processes
- CLE 009 ESOH in Systems Engineering
- CLE 010 Privacy Protection
- CLE 012 DoD Open Systems Architecture (OSA)
- CLE 013 Modular Open Systems Approach to DoD Acquisition
- CLE 015 Continuous Process Improvement Familiarization
- CLE 016 Outcome-Based Performance Measures
- CLE 017 Technical Planning
- CLE 018 E3 and Spectrum Supportability for Acquisition Professionals
- CLE 021 Technology Readiness Assessments
- CLE 022 Program Manager Introduction to Anti-Tamper
- CLE 023 Modeling and Simulation for Test and Evaluation

Government Purchase Card Modules

- CLG 001 DoD Government Purchase Card
- CLG 004 DoD Government Purchase Card Refresher Training
- CLG 005 Purchase Card Online System (PCOLS)

New Modules in FY13 are in **bold text**.

Continuous Learning Modules

International Armaments and Information Exchange Modules

CLI 001	International Armaments Cooperation (IAC), Part 1
CLI 002	International Armaments Cooperation (IAC), Part 2
CLI 003	International Armaments Cooperation (IAC), Part 3
CLI 004	Information Exchange Program (IEP), DoD Generic
CLI 005	RDT&E (IEP) Army-Specific
CLI 006	RDT&E (IEP) Navy-specific
CLI 007	Technology Transfer and Export Control

Logistics Modules

CLL 001	Life Cycle Management and Sustainment Metrics
CLL 002	Defense Logistics Agency Support to the Program Manager
CLL 003	Supportability Test and Evaluation
CLL 004	Life Cycle Logistics for the Rest of Us
CLL 005	Developing a Life-Cycle Sustainment Plan (LCPS)
CLL 006	Depot Maintenance Partnering
CLL 007	Lead Free Electronics Impact on DoD Programs
CLL 008	Designing for Supportability in DoD Systems
CLL 011	Performance-Based Life-Cycle Product Support
CLL 012	Supportability Analysis
CLL 013	DoD Packaging
CLL 014	Joint Systems Integrated Support Strategies (JSISS)
CLL 015	Product Support Business Case Analysis (BCA)
CLL 016	Joint Logistics
CLL 017	Introduction to Defense Distribution
CLL 018	Joint Deployment Distribution Operations Center (JDDOC)
CLL 019	Technology Refreshment Planning
CLL 020	Independent Logistics Assessments
CLL 022	Title 10 Depot Maintenance Statute Overview
CLL 023	Title 10 USC 2464 Core Statute Implementation

CLL 024	Title 10 Limitations on the Performance of Depot-Level Maintenance (50/50)
CLL 025	Depot Maintenance Inter-Service Support Agreements (DMISA)
CLL 026	Depot Maintenance Capacity Measurement
CLL 029	Condition-Based Maintenance Plus (CBM+)
CLL 030	Reliability-Centered Maintenance (RCM)
CLL 032	Preventing Counterfeit Parts from Entering the DoD Supply System
CLL 033	Logisticians Responsibilities During Technical Reviews
CLL 034	SLAMIS (SSN-LIN Automated Management and Integrating System)
CLL 035	Operating and Support Cost Estimating for the Product Support Manager
CLL 036	Product Support Manager (PSM)
CLL 037	DoD Supply Chain Fundamentals
CLL 039	Product Support Requirements Identification
CLL 040	Business Case Analysis Tools
CLL 041	Life Cycle Cost (LCC) Analysis Tools
CLL 042	Supportability Analysis Techniques, Procedures, and Tools
CLL 043	Green Logistics: Planning for Sustainability
CLL 046	The Twelve Integrated Product Support Elements
CLL 054	Joint Task Force–Port Opening (JTF-PO)
CLL 055	Joint Deployment and Distribution Performance Metrics Framework
CLL 056	Sustainment of Software Intensive Systems
CLL 057	Level of Repair Analysis—Introduction
CLL 058	Level of Repair Analysis—Theory and Principles
CLL 062	Counterfeit Prevention Awareness
CLL 119	Technical Refreshment Implementation
CLL 120	Introduction to DoD Shelf-Life
CLL 201	Diminishing Manufacturing Sources and Material Shortages (DMSMS) Fundamentals
CLL 202	Diminishing Manufacturing Sources and Material Shortages (DMSMS) Executive Overview
CLL 203	Diminishing Manufacturing Sources and Material Shortages (DMSMS) Essentials
CLL 204	Diminishing Manufacturing Sources and Material Shortages (DMSMS) Case Studies

- CLL 205 Diminishing Manufacturing Sources and Material Shortages (DMSMS) for Technical Professionals
- CLL 206 Introduction to Parts Management

Acquisition Management and Program Management Modules

- CLM 003 Overview of Acquisition Ethics
- CLM 005 Industry Proposals and Communication
- CLM 012 Scheduling
- CLM 013 Work-Breakdown Structure (WBS)
- CLM 014 Integrated Product Team (IPT) Management and Leadership
- CLM 016 Cost Estimating
- CLM 017 Risk Management
- CLM 021 Introduction to Reducing Total Ownership Costs (R-TOC)
- CLM 023 DAU AbilityOne Contracting**
- CLM 024 Contracting Overview
- CLM 025 Commercial-Off-The-Shelf (COTS) Acquisition for Program Managers
- CLM 030 Common Supplier Engagement
- CLM 031 Improved Statement of Work
- CLM 032 Evolutionary Acquisition
- CLM 033 DAWIA II
- CLM 034 Science and Technology—Lesson from PMT 352A
- CLM 035 Environmental Safety and Occupational Health—Lesson from PMT 352A
- CLM 037 Physical Inventories
- CLM 038 Corrosion Prevention and Control Overview
- CLM 039 Foundations of Government Property
- CLM 040 Proper Financial Accounting Treatments for Military Equipment (PFAT4ME)
- CLM 041 Capabilities-Based Planning
- CLM 044 Radio Frequency Identification (RFID)
- CLM 047 Fiscal and Physical Accountability and Management of DoD Equipment
- CLM 048 Audit Readiness Requirements for DoD Equipment
- CLM 049 Procurement Fraud Indicators
- CLM 051 Time Management
- CLM 055 Program Leadership
- CLM 056 Portfolio Management

- CLM 057 Joint DoD-DOE Nuclear Weapons Life Cycle Activities
- CLM 059 Small Business Program for Program Managers
- CLM 071 Introduction to Data Management**
- CLM 072 Data Management Strategy Development**
- CLM 073 Data Management Planning System**
- CLM 074 Technical Data and Computer Software Rights**
- CLM 075 Data Acquisition**
- CLM 076 Data Markings**
- CLM 077 Data Management Protection and Storage**
- CLM 101 Analysis of Alternatives (USAF Process)
- CLM 103 Quality Assurance Auditing
- CLM 200 Item-Unique Identification (IUID)
- CLM 500 ADL Implementation for Defense Acquisition Professionals

Requirements Modules

- CLR 030 Environment, Safety, and Occupational Health in Joint Capabilities Integration and Development System (JCIDS)
- CLR 101 Introduction to Joint Capabilities Integration and Development System
- CLR 051 Analysis of Alternatives
- CLR 250 Capabilities-Based Assessment (CBA)
- CLR 252 Developing Requirements

Standard Procurement System (SPS) Modules

- SPS 100 Standard Procurement System and Federal Procurement Data System—Next Generation System Administrator
- SPS 101 Standard Procurement System and Federal Procurement Data System—Next Generation System Administrator User
- SPS 102 Contracts for Production
- SPS 103 SPS System Administration
- SPS 104 Report Writing
- SPS 105 Adapter Online Support Tool
- SPS 106 Database Maintenance

New Modules in FY13 are in **bold text**.

Continuous Learning Modules

Harvard Business School Publishing ManagerMentor® CL Modules

Business Essential Modules

- HBS 401 Budgeting
- HBS 402 Business Case Development
- HBS 403 Business Plan Development
- HBS 405 Change Management
- HBS 407 Crisis Management
- HBS 408 Customer Focus
- HBS 409 Decision Making
- HBS 415 Ethics at Work
- HBS 417 Finance Essentials
- HBS 421 Innovation and Creativity
- HBS 422 Innovation Implementation
- HBS 424 Leading and Motivating
- HBS 426 Marketing Essentials
- HBS 428 Negotiating
- HBS 431 Performance Measurement
- HBS 434 Process Improvement
- HBS 435 Project Management
- HBS 437 Strategic Thinking
- HBS 438 Strategy Execution

Working with Individuals Modules

- HBS 301 Managing Difficult Conversations
- HBS 302 Negotiating for Results
- HBS 304 Managing Difficult Conversations (High Bandwidth)
- HBS 305 Negotiating for Results (High Bandwidth)
- HBS 309 Coaching for Results
- HBS 310 Influencing and Motivating Others
- HBS 406 Coaching
- HBS 410 Delegating
- HBS 411 Developing Employees
- HBS 412 Difficult Interactions
- HBS 413 Dismissing an Employee
- HBS 414 Diversity
- HBS 416 Feedback Essentials
- HBS 419 Goal Setting
- HBS 420 Hiring
- HBS 423 Laying Off Employees
- HBS 425 Managing Upward
- HBS 430 Performance Appraisal
- HBS 436 Retaining Employees

Personal Development Modules

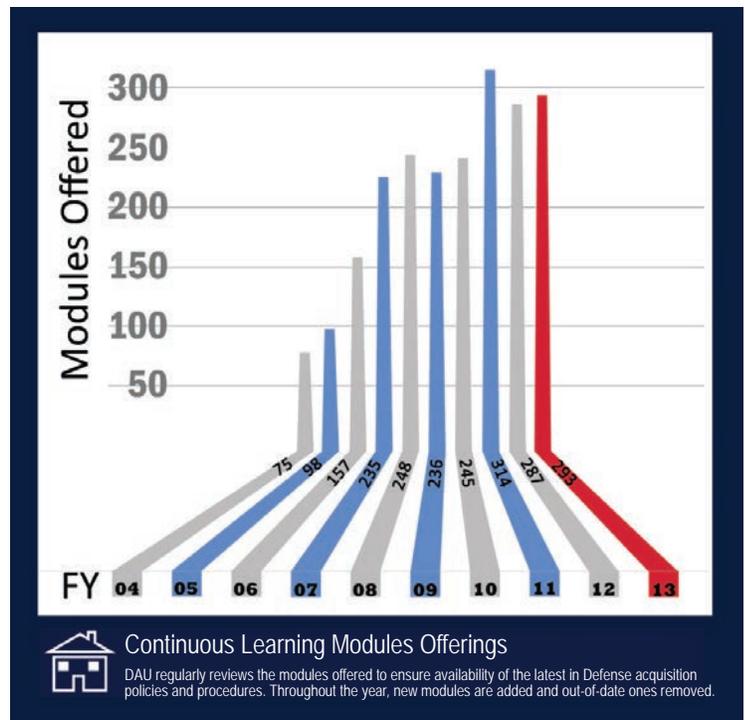
- HBS 404 Career Management
- HBS 429 New Manager Transitions
- HBS 439 Stress Management
- HBS 442 Time Management

Working with Teams

- HBS 303 Leading Teams with Emotional Intelligence
- HBS 306 Leading Teams with Emotional Intelligence (High Bandwidth)
- HBS 418 Global Collaborations
- HBS 427 Meeting Management
- HBS 440 Team Leadership
- HBS 441 Team Management
- HBS 443 Virtual Teams

Communication Skills Modules

- HBS 432 Persuading Others
- HBS 433 Presentation Skills
- HBS 444 Writing Skills



New Modules in FY13 are in bold text.

Conferences

Senior Leaders' Acquisition Training Conference (SLAT)



In November 2012, DAU hosted the first Senior Leaders' Acquisition Training Conference, sponsored by the Office of the Secretary of Defense for Acquisition, Technology, and Logistics. This training event was for the O-6/GS-15 and above level. With a focus on improving acquisition results, the theme for the conference was "Better Buying Power 2.0: Continuing the Pursuit for Greater Efficiency and Productivity in Defense Spending." More than 270 attendees listened to the Honorable Frank Kendall, Under Secretary of Defense for Acquisition, Technology, and Logistics, roll out the Better Buying Power 2.0 (BBP 2.0) initiative as a means of continuing to pursue efficiencies within the DoD acquisition process. The BBP 2.0 initiative theme was reiterated in briefings by the Honorable Robert F. Hale, Office of the Secretary of Defense (Comptroller), and BG Scott Stapp, Joint Staff J-8, which covered the budgetary and requirements aspects of "Big A" acquisition. In addition to the keynote addresses, attendees participated in a variety of breakout training and discussion sessions on topics including acquisition of services, Nunn-McCurdy findings, and improving Defense exportability, as well as plenary training sessions on "Effective Life-Cycle Affordability" and "Best Practices for Improving Productivity."

DAU presented at the following conferences in FY13:

- Chief Learning Officer (CLO) Symposium
- Council on Occupational Education (COE) Annual Meeting
- COE Summer Conference
- eLearning & Serious Games Conference
- Global Council of Corporate Universities
- Harvard Business School User's Conference
- Learning Analytics Conference
- National Contract Management Association
- Performance Support Symposium
- U.S. Distance Learning Association (USDLA) Conference

DAU Alumni Association

The DAU Alumni Association provides a means for professional growth and continued learning, within the Defense acquisition community, and promotes DAU's reputation as a world-class acquisition-learning resource. The Alumni Association brings together the best people, ideas, experiences, and skills for improving Defense systems acquisition. The Board of Directors is composed of the following industry and government acquisition professionals:



PresidentWilliam Bahnmaier
 VP OperationsWayne Glass
 VP MembershipAnne Bauman
 VP SymposiumShaw Cohe
 VP Communications.....Michael Dorohovich
 SecretaryChip Linnemeier
 TreasurerMary Redshaw
 Director at Large.....Barry Breindel
 Director at Large.....Chris Feudo
 Director at Large.....Judith Oxman
 Director at Large.....John Lawless
 Associate Board MemberFrank Anderson
 Associate Board MemberRichard Hayes
 Associate Board MemberLenn Vincent
 Associate Board MemberPhyllis Roberts
 Associate Board MemberPaul Alfieri
 Army RepresentativeRon Quinter
 Navy Representative.....Roy Wood
 Air Force RepresentativeChip Linnemeier
 Marine RepresentativePaul Lee
 DAU LiaisonJoseph Johnson



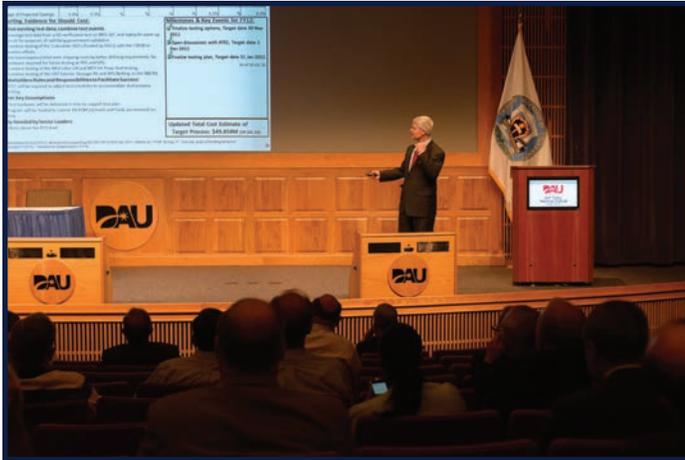
First Row: Wayne Glass, Anne Bauman, William Bahnmaier, Mary Redshaw, and Paul Lee; Second Row: Paul Alfieri, Ron Quinter, Lenn Vincent, Barry Breindel, and Joseph Johnson; Third Row: Michael Dorohovich, Roy Wood, and John Lawless

Not pictured: Phyllis Roberts, Frank Anderson, Shaw Cohe, Judith Oxman, Chip Linnemeier, and Chris Feudo.



David D. Acker Award Presented

The 2013 David D. Acker Skills in Communication Award was presented to The Honorable Frank Kendall, Under Secretary of Defense for Acquisition, Technology, and Logistics, for his superior efforts “supporting the warfighter and protecting the taxpayer” through strong leadership and clear guidance in the implementation of BBP 2.0 initiatives to improve the effectiveness and efficiency of the acquisition system; for consistently and effectively communicating with the acquisition workforce, warfighters, and industrial base during a time of significant budget uncertainty; for his focused efforts to strengthen and empower the most important resource in DoD acquisition, the workforce; and for the establishment of compelling guiding principles and priorities to engender a culture of cost consciousness and improve the buying power of the Department.



Hot Topic Forums for Naval Air Systems Command (NAVAIR)

The DAU Alumni Association hosted a Hot Topic Forum event, December 4-5, for the Fleet Readiness Centers and the NAVAIR 6.0 Logistics and Sustainment Competency. The event focused on the recent reorganization of NAVAIR 6.0 and on operations and sustainment “should cost” initiatives. The two-day event drew a total of 532 workforce employees. Ms. Sue Dryden, Assistant Secretary of Defense for Materiel Readiness and Mr. James Thomsen, Principal Civilian Deputy Assistant Secretary of the Navy (Research, Development, and Acquisition) were the guest speakers at the event. DAU strategic partners supporting the event included NAVAIR Small Business Office, NAVAIR Career Development Office, the International Society of Logistics, Excelsior University, Regent University, DeVry University, and Webster University.

Hot Topic Training Forum on Better Buying Power 2.0

On behalf of DAU, the DAU Alumni Association hosted a Hot Topic Training Forum, “Better Buying Power Training to Meet Defense Acquisition Challenges,” at the Fort Belvoir campus and simulcasted it to 22 additional sites in 14 states April 9. More than 700 acquisition professionals from both Government and industry participated in the forum. The event provided information and perspectives on implementing the BBP 2.0 initiatives. Following introductory remarks from the Honorable Katrina McFarland, Assistant Secretary of Defense for Acquisition, participants selected from among a series of training sessions on topics that included implementing “should cost” management; building stronger partnerships with the requirements community to control costs; employing appropriate contract types and defining “best value” and “technically acceptable;” increasing effective use of performance-based logistics; enforcing open-system architectures and effectively managing technical data rights; and improving the professionalism of the Defense Acquisition Workforce.



Mission Assistance



DAU does more than just provide the acquisition workforce with a foundation for the future of Defense acquisition. Faculty with knowledge across a variety of Department of Defense specialties often act as subject matter experts for issues that arise throughout the life cycles of Defense projects. The experience and knowledge they bring into acquisition organizations of all sizes are often critical in resolving program, technical, and business issues through on-site engagements such as Rapid Deployment Training, Intact Team Training, consulting engagements, and customized training events.



Accomplishments

- Conducted 12 Requirements Overview Executive Workshops (REOWs) for 38 general/flag officers and members of the Senior Executive Service
- Conducted 23 Defense Acquisition Executive Overview Workshops (DAEOWs) for a total of 108 general officers/flag officers, members of the Senior Executive Service, and congressional staffers
- Developed Acquisition, Technology, and Logistics Staff Specialist Acquisition Course
- Conducted 40 Service Acquisition Workshops
- Conducted 35 Executive Coaching engagements
- Graduated 26 fellows through the Senior Service College Fellowship program at three locations

Mission Assistance

Workshops and Training

AT&L Staff Specialist Acquisition Course Offered

Carrying a concept from pilot to successful course, DAU developed and conducted an initial offering of the Acquisition, Technology, and Logistics (AT&L) Staff Specialist Acquisition Course (ASSAC). ASSAC has three broad focus areas: critical thinking, acquisition management acumen, and a capstone exercise. This targeted training has been developed to help prepare AT&L staff specialists to support the decisionmaking process in the Office of the Under Secretary of Defense for Acquisition, Technology, and Logistics.



Students in the pilot offering included representatives of the Acquisition Resources and Analyses Directorate, the Assistant Secretary of Defense for Acquisition, the Assistant Secretary of Defense for Research and Engineering, the Assistant Secretary of Defense for Logistics and Materiel Readiness, the Deputy Assistant Secretary of Defense for Strategic and Tactical Systems, and DAU's Pentagon liaison.

Proposal Modeling for Missile Defense Agency

During a 6-week period in FY13, DAU delivered a series of proposal-modeling workshops to members of the Missile Defense Agency. Each training session lasted 4 hours and consisted of a short lecture and case followed by hands-on experience modeling a proposal using Excel. Training was offered at both the basic and intermediate levels, allowing more than 140 participants to receive the proposal-modeling training and strengthen their knowledge base.

Integrated Baseline Review Workshop for Integrated Aircrew Ensemble Program

DAU provided targeted training to 19 personnel from the program office, the prime contractor TIAX, and the Defense Contract Management Agency, November 28-29, 2012. This targeted training consisted of an Integrated Baseline Review (IBR) Workshop to prepare the consolidated team for their upcoming IBR. DAU also provided additional consulting to address some concerns unique in the buildup to the planned IBR.

Intercontinental Ballistic Missile Program Support

DAU facilitated two, day-long workshops on source selection and risk management for 44 personnel at the Intercontinental Ballistic Missile (ICBM) Systems Program Directorate at Hill Air Force Base, UT. During the workshops, DAU assisted participants in developing tailored content for their source selection and risk management plans. In reviewing upcoming source selections, attendees identified more than 125 potential risks that will require further analysis and possible management action.

Statement-of-Work Workshop for NAVAIR

DAU facilitated a Statement-of-Work (SOW) Workshop, February 12-13, for 27 representatives of the Naval Air Systems Command (NAVAIR).

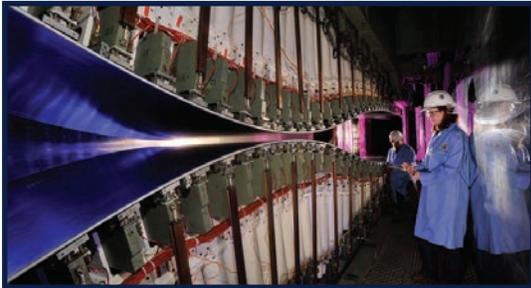
Presentations covered the Acquisition Management System and the Procurement Management Tool being implemented in NAVAIR to help standardize the

procurement process across all Program Executive Offices and Program Management Offices. The workshop also included an SOW review panel to provide effective feedback for participants.



Acquisition Requirements Roadmap Tool Workshop

DAU conducted a workshop, July 1, to introduce the Acquisition Requirements Roadmap Tool (ARRT) to the Test Operations and Support Contract acquisition team at the Arnold Engineering Development Complex (AEDC) at Arnold Air Force Base, TN. Test operations and support at AEDC have been provided on a sole-source basis for nearly 60 years. AEDC was preparing for a competitive award. During the workshop, the team entered the contract requirements into ARRT to help generate a well-developed Performance Work Statement and Quality Assurance Surveillance Plan, successfully demonstrating two of the tool's outputs.



Preliminary Design Review Workshop

DAU conducted a Preliminary Design Review (PDR) workshop, June 6, for 33 members of the ACAT-1D Common Infrared Countermeasures (CIRCM) program, part of the U.S. Army's Office of the Program Manager for Aircraft Survivability Equipment. CIRCM was preparing for concurrent, competitive PDRs in July and August. Following the two PDRs, DAU provided insights related to risk management, technical maturity, test and evaluation, reliability, and systems engineering.

Statement-of-Work Webinar

On February 27, DAU conducted a pilot webinar, "Nine Steps to a Better Statement-of-Work (SOW)," for approximately 600 Defense Acquisition Workforce personnel. Participants included personnel from throughout the United States, as well as from the 403rd Army Field Support Brigade in Korea, the Defense Contract Management Agency in England, the Naval Facilities Engineering Command in Bahrain, and Camp Arifjan, Kuwait.

Service Acquisition Workshops

USSOCOM

From April 9 to 11, DAU conducted the first phase of a Service Acquisition Workshop for 17 members of the United States Special Operations Command (USSOCOM) in Tampa, FL, in support of the approximately \$1.5 billion USSOCOM Wide Mission Support service acquisition. This effort will provide knowledge-based services in more than 40 areas to USSOCOM Headquarters, Component Commands, Theater Special Operations Commands, and other special operations activities.

Stryker System Program Office

DAU provided consulting assistance to the Stryker System Program Office, November 27-30. The three-day workshop enabled the Stryker Acquisition Team to walk through the service acquisition process from beginning to end. The facilitators led the Stryker team in developing their performance requirements using the Acquisition Requirements Roadmap Tool and the supporting business strategy. To optimize the usefulness of the workshop, the facilitators tailored the format to address areas specific to the program's position in the life cycle. The team spent significant effort performing a cross-walk between each supportability requirement and the 12 Integrated Product Support elements. This provided the basis for an updated acquisition strategy for service support and improved the fundamental components of the support contract including the Performance Work Statements and the Quality Assurance Surveillance Plan. Stryker leadership stated that this effort provided critical education and insight and noted that the work done by the participants laid the groundwork for the program's future.



Mission Assistance

Network Enterprise Technology Command Workshop

From April 30 to May 2, DAU facilitated a SAW for the U.S. Army Network Enterprise Technology Command (NETCOM). NETCOM is preparing for a new information technology service acquisition—estimated to exceed \$3 billion—intended to standardize services delivered to customers and reduce total costs by consolidating multiple installation-level support contracts into one command-wide contract. DAU led the NETCOM acquisition team through the seven-step DoD Service Acquisition process, with emphasis on building an acquisition team and market research.

Consulting

Nunn-McCurdy Path Forward In-Process Review

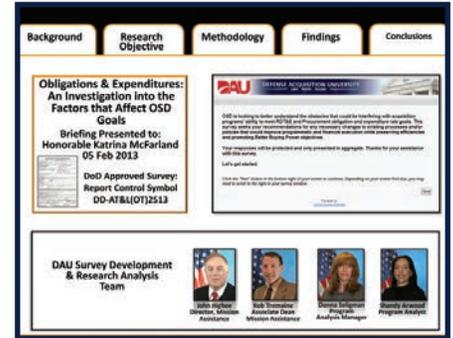
DAU participated in a preparatory session for an In-Process Review of the Joint Land Attack Cruise Missile Defense Elevated Netted Sensor (JLENS) System, February 12-15. The purpose was to help the CMDS Project Manager develop a recommended path forward for the program, which experienced a Nunn-McCurdy breach in May 2011. DAU advised JLENS personnel on whether their proposed courses of action were compliant with the DoD 5000-series of governing acquisition policies and procedures. In March, DAU provided its recommendations, which the project office used to formulate several of their recommended courses of action.



Office of Secretary of Defense Obligations and Expenditure Study

DAU delivered the results of an Office of Secretary of Defense (OSD)-directed study on the obstacles to meeting OSD's obligations and expenditure rate goals.

The study featured an extensive analysis of data collected from 229 personnel in ACAT I, ACAT II, and ACAT III program offices, as well as from PEO and senior Pentagon staff. The analysis results, presented to the Honorable



Katrina McFarland, ASD(A), included 61 separate factors that could reduce the impact of current practices on attaining OSD's obligations and expenditure rate goals. Following the presentation, Mrs. McFarland directed specific actions to help address some of the issues identified.

GAO Recognizes Effective Risk Management by DAU Mission Assistance Client

Between March 2010 and January 2013, DAU led a long-term risk management effort for the Navy's Consolidated Afloat Networks and Enterprise Services (CANES) program office. DAU reviewed risk documentation, attended risk review board meetings, facilitated cross-functional risk identification sessions, and advised the CANES risk manager. During the first assessment of Major Automated Information Systems (MAIS), the Government Accountability Office (GAO) selected 14 of 48 MAISs to analyze cost, schedule, and performance. GAO then selected three of the 14 (one from each Service) to analyze their risk management actions and assess them against best practices for requirements management and project monitoring and control. CANES was the Navy program. GAO concluded, "The CANES program had established and used effective risk management practices. Doing so should better position the program to mitigate adverse impacts from potential problems before they occur." Equally significant is that the CANES program was the only one where GAO made no recommendations for improving their risk management processes.

Performance Assessment and Root Cause Analysis Support

DAU served on the Performance Assessment and Root Cause Analysis (PARCA) expert team from September 10 to 14, in support of the Assistant Secretary of the Army (Acquisition, Logistics, and Technology) Performance Assessment. The team reviewed PEO Aviation obligation and expenditures rates, budget, contract and audit trends, and best practices. The objective was to assess and assist PEOs and program managers to achieve successful outcomes based on statute, OSD standards, and acquisition policy at both the OSD and Army level.

DAU also supported PARCA in a review of Tank-Automotive Command (TACOM) in Warren, MI, providing expertise in the areas of financial accountability and earned value management. DAU collected data on obstacles to achieving desired obligations and expenditure rates in the context of the Army's financial management environment. The visit centered on the Abrams Tank, Bradley Fighting Vehicle, and other PEO Combat Systems programs. The DAU team in-briefed the PEO and met with the leadership of the Abrams and Bradley programs, as well as with the respective program office teams. They then conducted interviews and recorded observations and remarks based on team discussions, classified findings, and data trends.

Rapid Deployment Training

BBP 2.0 Rapid Deployment Training at Kirtland AFB

DAU delivered two Rapid Deployment Training (RDT) sessions of BBP 2.0 to the acquisition workforce at Kirtland Air Force Base, Albuquerque, NM, August 8. The general and executive sessions were attended by representatives from the Air Force Nuclear Weapons Center, PEO Strategic Systems, and the Space and Missile Systems Center. The presentations enhanced attendees' understanding of what has changed since the implementation of BBP 1.0, clarified the intent of the initiatives, and explored how to successfully execute them.

Leadership Development

Senior Service College Fellowship

On May 21, 26 fellows graduated from the challenging 10-month Senior Service College Fellowship (SSCF) program. The fellowship program was conducted by DAU in support of Army efforts to provide senior civilian acquisition personnel with strategic leadership skills.



Eight fellows graduated from the Aberdeen Proving Ground (APG), MD, SSCF program. LTG William Phillips, Principal Military Deputy to the Assistant Secretary of the Army for Acquisition, Logistics and Technology (ASA[AL&T]) and Director of Acquisition Career Management, delivered the commencement address. Each of the graduating fellows also completed the five additional courses required to earn Master of Arts degrees in Management and Leadership from Webster University.

Nine fellows graduated from the Huntsville, AL, SSCF program. The Honorable Claude Bolton, former ASA(AL&T) and current DAU Executive-in-Residence, was the keynote speaker. Seven fellows earned Program Managers Course (PMT 401) certificates, and one received an Executive Leadership course certificate from Cornell University.

Nine fellows graduated from the SSCF program at Warren, MI. Dr. Bahman Mirshab, Dean of the College of Management at Lawrence Technological University, delivered the commencement address. MG Michael Terry, Commander of the TACOM Life Cycle Management Command, also addressed the graduates and the 150-member audience.

Mission Assistance

Defense Acquisition Executive Overview Workshops

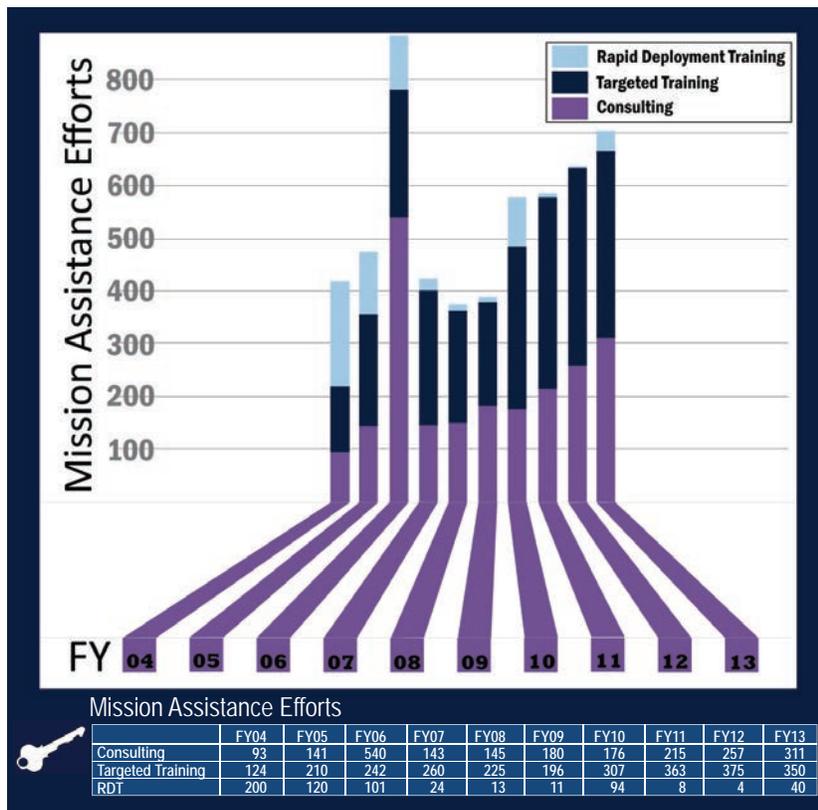
During FY13, DAU conducted 23 Defense Acquisition Executive Overview Workshops (DAEOWs) for general officers, flag officers, Senior Executive Service civilians, and Congressional staffers. DAEOWs provide introductory and refresher training for people in senior positions who have little or no systems acquisition experience and whose current or next assignment requires interfacing with the acquisition community. The workshops are tailored to the needs of the participants and are conducted on demand. Topics include requirements and capabilities planning; Programming, Budgeting, and Execution System; Joint Capabilities Integration and Development System (JCIDS); Defense Acquisition Systems, rapid acquisition; contracting; and executive coaching. DAEOW participants included:

- Dr. William LaPlante and his leadership team from Office of the Assistant Secretary of the Air Force for Acquisition (SAF AQ)
- Maj. Gen. Robert McMurry, Director, Space Programs, Office of the Assistant Secretary of the Air Force for Acquisition (SAF/AQ)
- Mr. Victor Gavin, Navy Program Executive Officer for Enterprise Information Systems (PEO[EIS]) and RDML(S) Christian Becker, Deputy PEO(EIS)
- Maj. Gen. Sandra Finan, Commander, Nuclear Weapons Center
- RDML C.J. Jaynes, Program Executive Officer, Anti-submarine Warfare, Assault, and Special Mission Programs, Department of the Navy, and her Executive Director, Mr. Glenn Perryman
- Mr. Aaron Allen, senior staffer for Congressional Representative Juan Vargas
- Mr. Paul Hanley, Deputy Assistant Secretary of the Navy (Safety), Office of the Assistant Secretary of the Navy (Energy, Installations, and Environment)

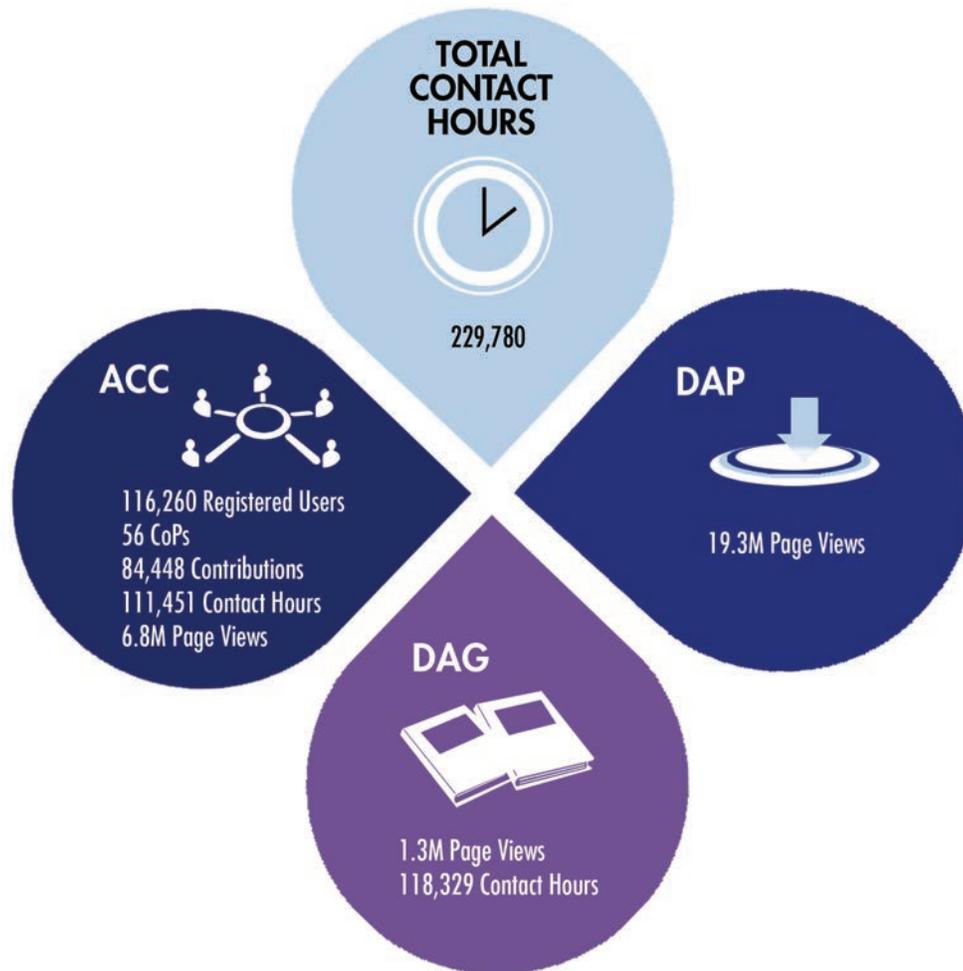
Requirements Overview Executive Workshops

DAU conducted 12 Requirements Overview Executive Workshops (REOWs) for general officers, flag officers and members of the Senior Executive Service (SES). These one-day training courses support the certification requirements of Section 801 of the 2007 National Defense Authorization Act. Topics include the purpose of the certification requirement; the role of the requirements manager; “Big A” Acquisition; Joint Capabilities Integration Development System; rapid response situations; the Defense Acquisition Management System; key interactions between requirements and acquisition functions (science, technology, system engineering, test, evaluation, and logistics); and the Planning, Programming, Budgeting, and Execution System. REOW participants included:

- RDML Glen C. Robillard, Director, Logistics Programs and Business Operations Division, Chief of Naval Operations (OPNAV-41)
- Brig. Gen. Richard S. Stapp, Deputy Director for Requirements, Joint Staff, Pentagon
- BG John G. Ferrari, Director, Joint and Futures Office of the Deputy Chief of Staff, G-8, U.S. Army, Pentagon
- Mr. Peter B. Bechtel, Director, Capabilities Integration, Prioritization and Analysis, Headquarters, U.S. Army
- Maj. Gen. Robert S. Walsh, Director Expeditionary Warfare Division (N95) for the Chief of Naval Operations
- Brig. Gen. Albert M. Elton, Director of Plans, Programs, Requirements, and Assessments, Headquarters Air Force Special Operations Command
- Maj. Gen. Paul T. Johnson, Director, Operational Capability, Requirements Deputy Chief of Staff for Operations, Plans and Requirements, Headquarters U.S. Air Force



Knowledge Sharing



DAU provides a number of additional resources for Defense Acquisition Workforce professionals to use as interactive reference materials. The Defense Acquisition Portal (DAP) ensures the acquisition community has 24-hour access to the latest acquisition-related policies, procedures, directives, and instructions. The Acquisition Community Connection (ACC) connects acquisition professionals from Government, industry, and academia in easy-to-navigate online Communities of Practice (CoPs) that enable them to build upon the foundation of information DAU offers and share experience and effective acquisition practices. Other online assets include Ask-A-Professor, Program Manager Toolkit, Integrated Defense AT&L Life Cycle Management Chart, ACQuipedia, and the Service Acquisition Mall.



Accomplishments

- Activated Space Acquisition Special Topic Gateway on the Defense Acquisition Portal
- Launched ACQuipedia 2.0
 - Built-in workflow for article development, tracking, and management
 - Simplified editing capability
 - System and individual article metrics data
 - Ability to suggest a new topic and content online
 - Ability to populate the article definition dynamically from the DAU Glossary
 - Automatic email notification of article status changes
- Increased availability of course content through social media presence
- Increased functionality of mobile tools
 - Informative acquisition news rotator added to top of the main page
 - “News and Updates” section expanded
 - Fully functional catalog provided
 - “Job Support and Tools” section enhanced

Knowledge Sharing

ACQuipedia 2.0 Deployed

ACQuipedia 2.0 (<https://dap.dau.mil/acquipedia>) was launched October 1, 2012. This marked a major upgrade to the ACQuipedia system originally deployed in March 2010. ACQuipedia serves as an online encyclopedia of common Defense acquisition topics. Each topic is identified as an article; each article contains a definition, a brief narrative, and links to pertinent policy, guidance, tools, lessons learned, CoPs, and training, as well as related ACQuipedia articles. The condensed format allows users to easily access a quick overview of the topic or delve deeper into the topic by linking to related resources. The new version resides on a SharePoint platform and provides a variety of new capabilities and features designed to simplify the creation, editing, management, and upkeep of articles.



A total of 382 existing ACQuipedia articles were migrated to the new platform as part of the upgrade. In addition to users being able to suggest content changes, rate articles, and comment on articles, some of the new features include:

- Built-in workflow for article development, tracking, and management
- Simplified editing capability
- System and individual article metrics data
- Ability to suggest a new topic and content online
- Ability to populate the article definition dynamically from the DAU Glossary
- Automatic email notification of article status changes

Space Acquisition Special Topic Gateway Created

DAU created and activated a Space Acquisition Special Topic Gateway on the DAP. The gateway provides the approximately 6,000 DoD space acquisition professionals immediate access to all of DAU's space acquisition learning assets from one central DAP location. It mirrors the functional gateways, making available the learning assets needed by members of the space community to sustain and enhance their overall performance. The Space Acquisition Special Topic Gateway can be accessed at <https://dap.dau.mil/gateways/space>.



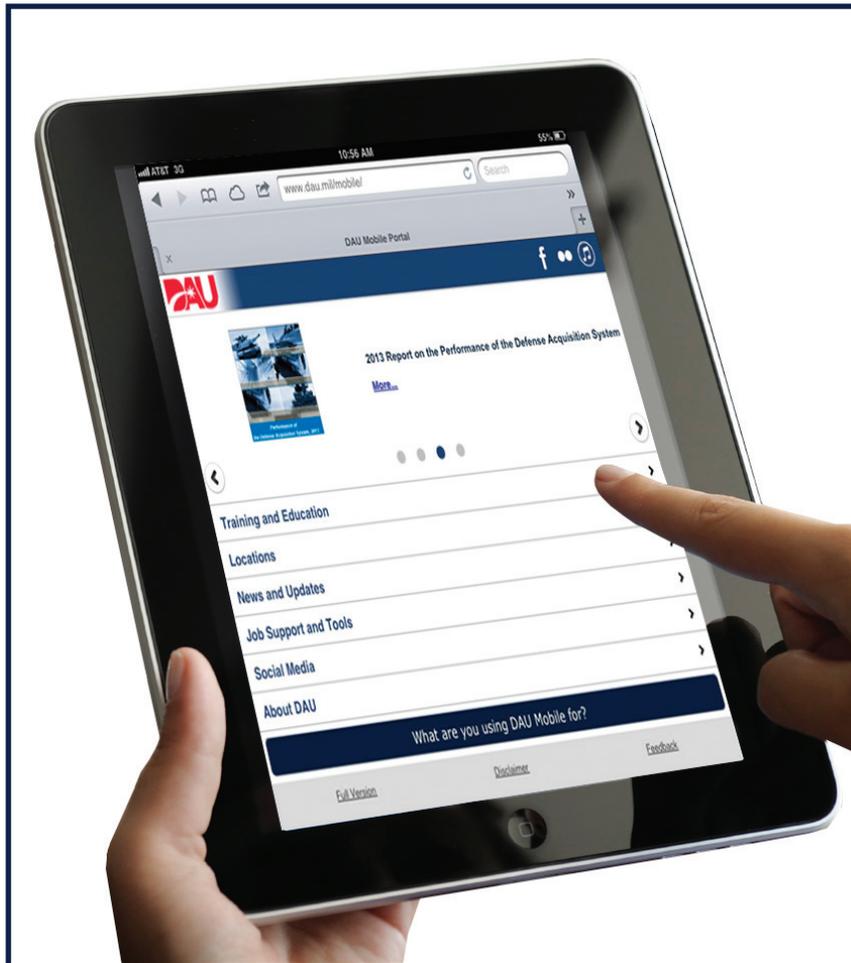
Earned Value Management (EVM) Basics Videos Released

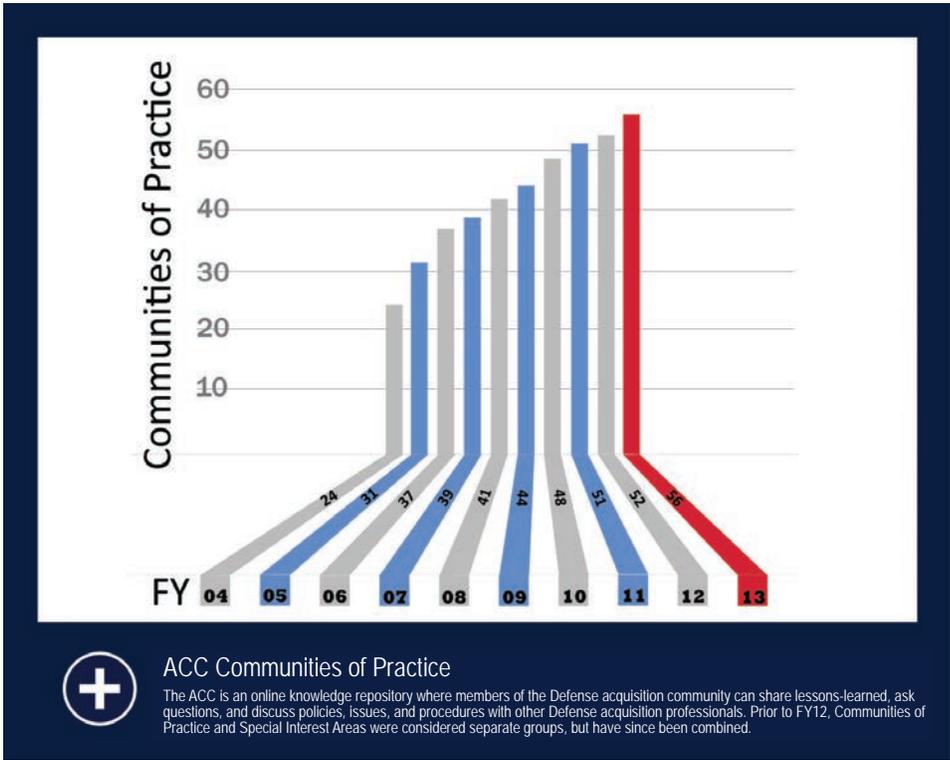
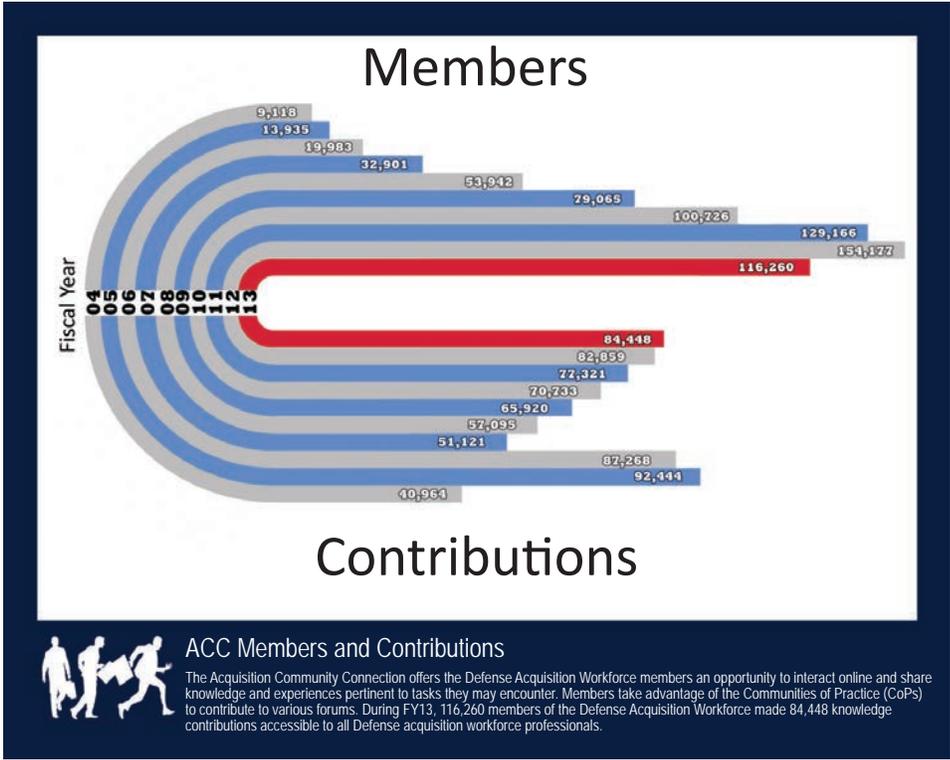
DAU recorded a two-part tutorial on basic EVM principles. The videos will help DAU students understand some of the most common EVM terms and calculations and their practical applications. Although students in Intermediate Systems Acquisition, Part B, (ACQ 201B) are the specific target audience, the videos are useful for anyone needing a refresher and can be found online in the DAU video library and on the DAU YouTube channel.

DAU Provides Mobile Tools to Workforce

Since its rollout in FY12, the DAU mobile portal has been used by increasing numbers of acquisition workforce members to access needed information. Feedback has driven changes to both the content and user interface. Most apparent to users were the cosmetic changes that provide end-users with a clean, minimalist interface and quick access to the most frequently used portals. For instance, the most viewed section of the DAU mobile portal is “News and Information.” An informative rotator was added to the top of the main page to provide mobile users with the latest in Defense acquisition news. Additionally, an expanded “News and Updates” section—offering

links to more DAU and AT&L-related news sources, leadership blogs, and updates to policies, courses, and continuous learning offerings—was given prominence on the home page. A fully functional catalog was also added to the mobile portal. For members of the Defense Acquisition Workforce, the “Job Support and Tools” section, also located conveniently on the mobile home page, connects users on-the-go with direct links to tools located in the Acquisition Community Connection and the Defense Acquisition Portal, as well as with guidebooks, the Program Managers’ e-Tool Kit, the Acquisition Requirements Roadmap Tool, and a number of other widely used tools and guides. These changes are providing easier access for workforce members, enhancing their performance in the workplace while keeping them informed.





Applied Research

The fundamental purpose of the DAU research program is to improve acquisition processes and management by analyzing Defense acquisition policy. The applied research program impacts DoD acquisition policy, process, education, management, and functional areas.

2013 Hirsch Research Paper Competition

The theme for the 2013 Hirsch Research Paper competition, sponsored by the DAU Alumni Association, was “Improving the Defense Acquisition Workforce in the Age of Austerity.”

The winning research paper was by Robert L. Tremaine and Donna J. Kinnear-Seligman, both from DAU’s West Region. Their paper, “Learning Organizations: Their Importance to Systems Acquisition in DoD,” examined DoD acquisition organizations that are operating as learning organizations. The authors sought to understand better the key ingredients that constitute authentically high-performing and appropriately armed learning organizations.



Articles Published by DAU Faculty

“The Jeep at 70: A Defense Acquisition Success Story” by Brian J. Duddy

“A New Look at Enablers and Barriers to Performance Based Life Cycle Product Support (PBL) Implementation” by Thomas R. Edison and Andre Murphy

“Learning Organizations: Their Importance to Systems Acquisition in DoD” by Col. Robert L. Tremaine, USAF (Ret.), and Donna J. Seligman

“Acquisition Program Funding Stability—A Myth” by COL Robert D. Morig, USA (Ret.)

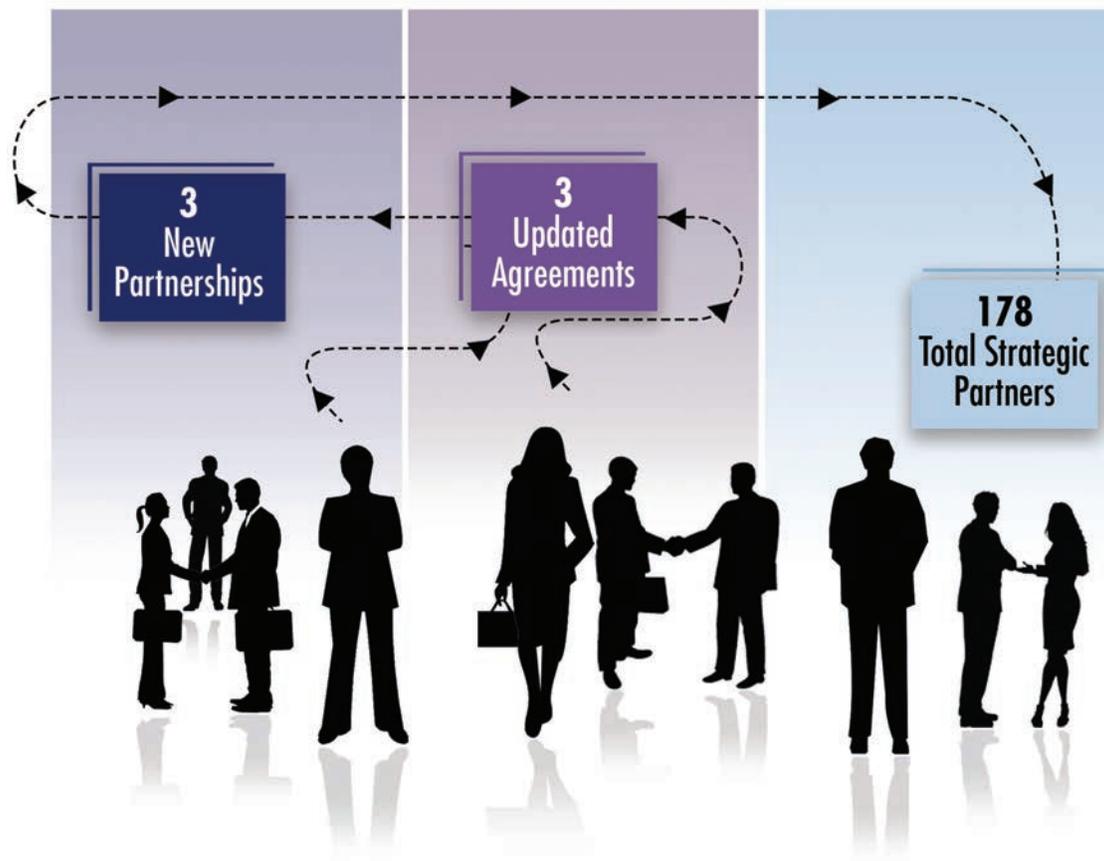
“Strategic Planning and Management in Defense Systems Acquisition” by Stanley G. Rosen

“Time Is Money” by Roy L. Wood

“Phase Zero Contracting Operations—Strategic and Integrative Planning for Contingency and Expeditionary Operations” by E. Cory Yoder, USN (Ret.), William E. Long, Jr., and Dayne E. Nix

“The Challenges in Meeting OSD’s Obligation and Expenditure Rate Goals: A Closer Look at Potential Causal Factors, Their Groupings, and How They Modulate” by Col. Robert L. Tremaine, USAF (Ret.), and Donna J. Kinnear-Seligman

Partnerships



The Strategic Partnership Program provides an opportunity for Defense Acquisition Workforce members to take advantage of expertise provided by outside organizations, including Government organizations, academic institutions, industry leaders, and professional organizations. Many of our strategic partners also allow acquisition professionals to transfer their credits from DAU courses and apply them towards advanced degrees. The ability to interact with such an extensive number of external partners is another way DAU enhances learning experiences for the Defense Acquisition Workforce.



Accomplishments

- Signed new strategic partnerships
 - University of Fairfax, Fairfax, VA
 - American Intercontinental University, Schaumburg, IL
 - Aerojet Rocketdyne, Inc., Rancho Cordova, CA
- Updated strategic partnerships
 - Grantham University, Kansas City, MO
 - Excelsior College, Albany, NY
 - American Graduate University, Covina, CA
- Hosted members of the Indian Ministry of Defence
- Provided training to Combined Security Transition Command-Afghanistan

Partnerships



Aerojet Rocketdyne, Inc.

DAU entered into a partnership with Aerojet Rocketdyne Corporation designed to promote mutual gains in Defense Acquisition Workforce training. DAU will coordinate with the Defense Acquisition Career Managers (DACMs) to send senior-level-DAWIA-certified personnel on an individual basis to participate periodically with Aerojet Rocketdyne as a “mini-intern,” learning selected facets of business acumen. This will support increased Government understanding of industry while the shared opportunities will also increase the corporation’s understanding of Government processes and priorities.



University of Fairfax

Acting President James McMichael signed a strategic partnership agreement with Dr. Chris Feudo, President of the University of Fairfax (UoF), August 7 at the Fort Belvoir campus. This partnership allows Defense Acquisition Workforce members to transfer DAU credits to the UoF and apply them towards university degrees and certificates. UoF is an online graduate institution that focuses entirely on cybersecurity, awarding master’s and doctoral degrees in cybersecurity, as well as cybersecurity certifications.



American Intercontinental University

DAU and American Intercontinental University (AIU) entered into a strategic partnership agreement July 7 that allows credit for approved DAU courses to be applied towards higher education offered through AIU.

General Services Administration and Office of Federal Procurement Policy Visit

DAU and the Federal Acquisition Institute (FAI) hosted a meeting, October 16, 2012, for The Honorable Dan Tangherlini, Acting Director, General Services Administration (GSA), and The Honorable Joseph Jordan, Director, Office of Federal Procurement Policy (OFPP). DAU presented an overview of its products and services with emphasis on the contracting curriculum, certification requirements, and training resources for acquisition of services. DAU also provided information on the number of Federal acquisition workforce members attending DAU courses and the courses in which they are enrolled. FAI gave an overview of the training programs they offer the Federal acquisition workforce and discussed FAITAS, their workforce management system. They also highlighted areas of collaboration between FAI and DAU and the differences between the two organizations and the populations they serve. One area that FAI would like to leverage is DAU’s Acquisition Requirements Roadmap Tool (ARRT). FAI is discussing with DAU the possibility of adapting the ARRT to replace DoD-specific contracting language with terms used in non-DoD Federal organizations.



International

Training and Certification Workshop in Afghanistan

BG Jonathan Maddux, Deputy Commanding General for Support, Combined Security Transition Command-



Afghanistan (CSTC-A), requested that DAU, along with representatives of the Naval Postgraduate School's International Defense Acquisition

Resources Management (IDARM) program and the Defense Resources Management Institute (DRMI), help develop plans for Afghan acquisition training and certification. May 3-10, two members of DAU's faculty participated in a CSTC-A Training and Certification workshop in Kabul. The group worked with several CSTC-A staff members to outline appropriate training at the basic, intermediate, and advanced levels for the Afghan National Security Forces (ANSF). The group also drafted terminal learning objectives for all levels and developed a notional delivery schedule for a 4-week executive-level course. CSTC-A's long-term goal is to provide quality training that can lead to a certification regimen and have it taught and managed by the ANSF within 2 years.

Senior Indian Government Official Visits DAU

Mrs. Shobhana Joshi, Financial Adviser (Acquisition) and Additional Secretary in the Indian Ministry of National Defence, six senior members of her staff, and a general officer from the Indian Embassy visited DAU's Fort Belvoir headquarters April 25. Joshi, who also serves as a member of India's Defence Procurement Board, was interested in DAU's mission and capabilities, along with possible opportunities for collaboration between Indian and U.S. Government institutions. Indian visits are high-priority collaborative interests for the Office of the Secretary of Defense, and the discussions with Joshi and her delegation formed a solid baseline for future talks.

Combined Security Transition Command-Afghanistan Supported

DAU developed six financial management and auditing-related lessons for the CSTC-A. The CSTC-A, together with the NATO Training Mission-Afghanistan (NTM-A), make up a multination partnership to foster new and existing relationships and build on the already expanding task of training and mentoring the ANSF in preparation for the future security and sustainment of Afghanistan. Among the materials developed were course slides and instructor notes for training in the Production Quality, Program Management, and Business Cost Estimating and Financial Management career fields. DAU faculty worked directly with the CSTC-A trainers via video teleconferencing to assist them in preparing to deliver the training. The long-term goal is for CSTC-A to provide quality training that leads to a certification process similar to that of DAWIA, and to have it taught and managed by the ANSF within the next 2 years.



Partnerships

Colleges and Universities

Alabama A&M University, Huntsville, AL
Alliant International University, San Diego, CA
American Graduate University, Covina, CA
American Intercontinental University, Schaumburg, IL
Athens State University, Athens, AL
Averett University, Danville, VA
Baker College, Flint, MI
Bellevue University, Bellevue, NE
Bethune-Cookman College, Daytona Beach, FL
Bisk Education, Tampa, FL
Boston University, Boston, MA
Capella University, Minneapolis, MN
Catholic University of America, Washington, DC
Central Michigan University, Mount Pleasant, MI
Central State University, Wilberforce, OH
Clark State Community College, Springfield, OH
Cleary University, Howell, MI
Columbia Southern University, Orange Beach, AL
Davenport University, Grand Rapids, MI
DeVry University, McLean, VA
Duke University, Durham, NC
Eastern Iowa Community College District, Davenport, IA
Eastern Michigan University, Ypsilanti, MI
Embry-Riddle Aeronautical University, Daytona Beach, FL
Empire State College, Saratoga Springs, NY
Excelsior College, Albany, NY
Florida Atlantic University, Boca Raton, FL
Florida State College at Jacksonville, Jacksonville, FL
Florida Institute of Technology, Melbourne, FL
George Mason University, Fairfax, VA
Georgetown University, Washington, DC
George Washington University, Washington, DC
Georgia Institute of Technology, Atlanta, GA
Grambling State University, Grambling, LA
Grantham University, Kansas City, MO
Hampton University, Hampton, VA
Historically Black Colleges and Universities/Minority Institutions
Research Alliance, Daytona Beach, FL
Howard University, Washington, DC
Indiana Wesleyan University, Marion, IN
J.F. Drake State Technical College, Huntsville, AL
Jacksonville State University, Jacksonville, AL
Kaplan University, New York, NY
Kellogg Community College, Battle Creek, MI
Kentucky State University, Frankfort, KY
Lawrence Technological University, Southfield, MI
Macomb Community College, Warren, MI
Macon State College, Macon, GA
Macon State College, Macon, GA; Robins AFB, GA; and Aerospace
Industry Committee (AIC), Warner Robins, GA
Massachusetts Institute of Technology, Cambridge, MA

Missouri University of Science and Technology, Rolla, MO
Mott Community College, Flint, MI
National-Louis University, McLean, VA
Northern Virginia Community College, Alexandria, VA
Oakwood College, Huntsville, AL
Oakland University, Rochester, MI
Old Dominion University, Norfolk, VA
Park University, Parkville, MO
Pennsylvania State University, University Park, PA
Regent University, Virginia Beach, VA
Sinclair Community College, Dayton, OH
Southern Methodist University, Dallas, TX
St. Ambrose University, Davenport, IA
Stanford University, Stanford, CA
Stevens-Henager College, Ogden, UT
Stevens Institute of Technology, Hoboken, NJ
Strayer University, Woodbridge, VA
Thunderbird School of Global Management, Glendale, AZ
TUI University, Cypress, CA
Tulane University, New Orleans, LA
Tuskegee University, Tuskegee, AL
U.S. Air Force Academy, Colorado Springs, CO
University of Alabama–Huntsville, Huntsville, AL
University of Alaska–Anchorage, Anchorage, AK
University of California–Irvine, Irvine, CA
University of California–Los Angeles, Los Angeles, CA
University of Dayton, Dayton, OH
University of Fairfax, Vienna, VA
University of Kentucky, Lexington, KY
University of Management and Technology, Arlington, VA
University of Mary Washington, Fredericksburg, VA
University of Maryland University College, Adelphi, MD
University of Michigan–Dearborn, Dearborn, MI
University of New Mexico, Albuquerque, NM
University of Notre Dame, Notre Dame, IN
University of Phoenix, Phoenix, AZ
University of Tennessee–Knoxville, Knoxville, TN
University of San Francisco, San Francisco, CA
University of Virginia–Northern Virginia Center, Falls Church, VA
University of West Florida, Pensacola, FL
Villanova University, Villanova, PA
Webster University, St. Louis, MO
Western Illinois University, Macomb, IL
Wilberforce University, Wilberforce, OH
Wisconsin-Academic Advanced Distributed Learning (ADL) Co-
Laboratory, Madison, WI
Wright State University, Dayton, OH

Government

Academic Advanced Distributed Learning (ADL) Co-Lab,
Alexandria, VA
Air Force Center for Systems Engineering, Wright-Patterson AFB, OH

Air Force Institute of Technology, School of Systems and Logistics (AFIT/LS), Wright-Patterson AFB, OH

Air Force Space and Missile Systems Center, Los Angeles, CA

Anniston Army Depot, Anniston, AL

Army and Air Force Exchange Service, Dallas, TX

Army Logistics University, Fort Lee, VA

Assistant Deputy Under Secretary of Defense for Supply Chain Integration, Washington, DC

Aviation and Missile Command (AMCOM), Huntsville, AL

Committee for Purchase from People Who Are Blind or Severely Disabled/AbilityOne Program, Arlington, VA

Defense Contract Management Agency—Dallas, Dallas, TX

Defense Contract Management Agency—Detroit, Detroit, MI

Defense Information Systems Agency (DISA), Arlington, VA

Defense Institute of Security Assistance Management, Wright-Patterson AFB, OH

Defense Logistics Agency, Fort Belvoir, VA

Department of Homeland Security, Washington, DC

Department of Veterans Affairs Acquisition Academy, Frederick, MD

Federal Acquisition Institute, Fort Belvoir, VA

Federal Prison Industries, Inc./UNICOR Program, Washington, DC

General Services Administration (GSA) Federal Acquisition Service (FAS), Arlington, VA

Ground-Based Midcourse Defense, Huntsville, AL

Industrial College of the Armed Forces, Washington, DC

Joint ADL Co-Lab, Orlando, FL

Joint Depot Maintenance Activities Group (JDMAG),^o Wright-Patterson AFB, OH

Logistics Support Activity (LOGSA), Huntsville, AL

National Geospatial-Intelligence Agency, Springfield, VA

National Reconnaissance Office, Chantilly, VA

National Security Agency (NSA), Fort Meade, MD

National Security Space Institute, Colorado Springs, CO

National Technical Information Service, Springfield, VA

Program Executive Office, Aviation, Huntsville, AL

Program Executive Office, Missiles and Space, Huntsville, AL

Small Business Administration, Washington, DC

Software Engineering Institute, Colorado Springs, CO

Space and Missile Defense Command, Huntsville, AL

Standard Procurement System (SPS), Fairfax, VA

U.S. Army Defense Ammunition Center, McAlester, OK

U.S. Army Space and Missile Defense Command, Huntsville, AL

U.S. Army TACOM Life Cycle Management Command, Warren, MI

U.S. Army Tank Automotive Research, Development and Engineering Center, Warren, MI

U.S. Coast Guard, Washington, DC

U.S. Department of Energy Environmental Management, Washington, DC

The Vice Admiral James B. Stockdale Center for Ethical Leadership, U.S. Naval Academy, Annapolis, MD

Warner Robins Air Logistics Center, Robins AFB, GA

Industry

Acquisition Solutions, Inc., Arlington, VA

Aerojet Rocketdyne, Inc., Rancho Cordova, CA

Aerospace Industry Committee, Warner Robins Area Chamber of Commerce, Warner Robins, GA

American Systems Corp., Chantilly, VA

BAE Systems, Bethesda, MD

Becker Professional Education, Oakbrook Terrace, IL

Boeing Co., Hazelwood, MO

Cisco Learning Institute, Phoenix, AZ

Dekker Ltd., Reston, VA

ESI International, Inc., Arlington, VA

Frontier Technology, Inc., Beavercreek, OH

IBM, Bethesda, MD

Institute for Defense and Business, Chapel Hill, NC

IP Solutions, LLC, San Mateo, CA

Jacobs Technology, Inc., Dumfries, VA

Josephson Institute of Ethics, Los Angeles, CA

Lockheed Martin Corp., Bethesda, MD

ManTech University, ManTech International Corp., Fairfax, VA

Northrop Grumman Corp., Irving, TX

Rational Brand Services, Division of IBM, McLean, VA

Raytheon Co., Lexington, MA

Rockwell Collins, Cedar Rapids, IA

Systems and Software Consortium, Inc., Herndon, VA

International

Defence Materiel Organisation, Australia

International Centre for Complex Program Management, Australia

International Defense Educational and Acquisition Arrangement—Britain, Germany, France, Spain, Sweden, and Australia

Professional Organizations

American Society of Military Comptrollers, Alexandria, VA

Association for the Advancement of Cost Engineering (AACE) International, Morgantown, WV

BMP Center of Excellence, College Park, MD

Contract Services Association, Arlington, VA

Information Technology Acquisition Advisory Council, Alexandria, VA

International Council on Systems Engineering (INCOSE), Seattle, WA

The International Society of Logistics (SOLE), Hyattsville, MD

International Test and Evaluation Association, Fairfax, VA

National Contract Management Association (NCMA), McLean, VA

Professional Services Council, Arlington, VA

Project Management Institute, Newtown Square, PA

SAE International, Troy, MI

New partnerships signed in FY13 are in **bold text**

Resources



The future of Defense acquisition will require increased expectations with fewer resources. DAU is vital to training the workforce and laying a foundation for them to meet these expectations in constrained fiscal climates. Budgetary experts at DAU work diligently to provide for these increased training demands without impacting the finite resources available to the University. Through the use of innovative delivery techniques, DAU faculty ensure that resources are efficiently managed and the University is able to increase learning hours offered without straining the budget. The careful management of resources provided to the University since FY08, through Section 852 (Defense Acquisition Workforce Development Fund) of the National Defense Authorization Act for Fiscal Year 2008, has also enabled the University to modernize and expand its infrastructure in order to accommodate these ever-increasing demands without sacrificing the high-quality service the Defense Acquisition Workforce has come to expect from DAU.



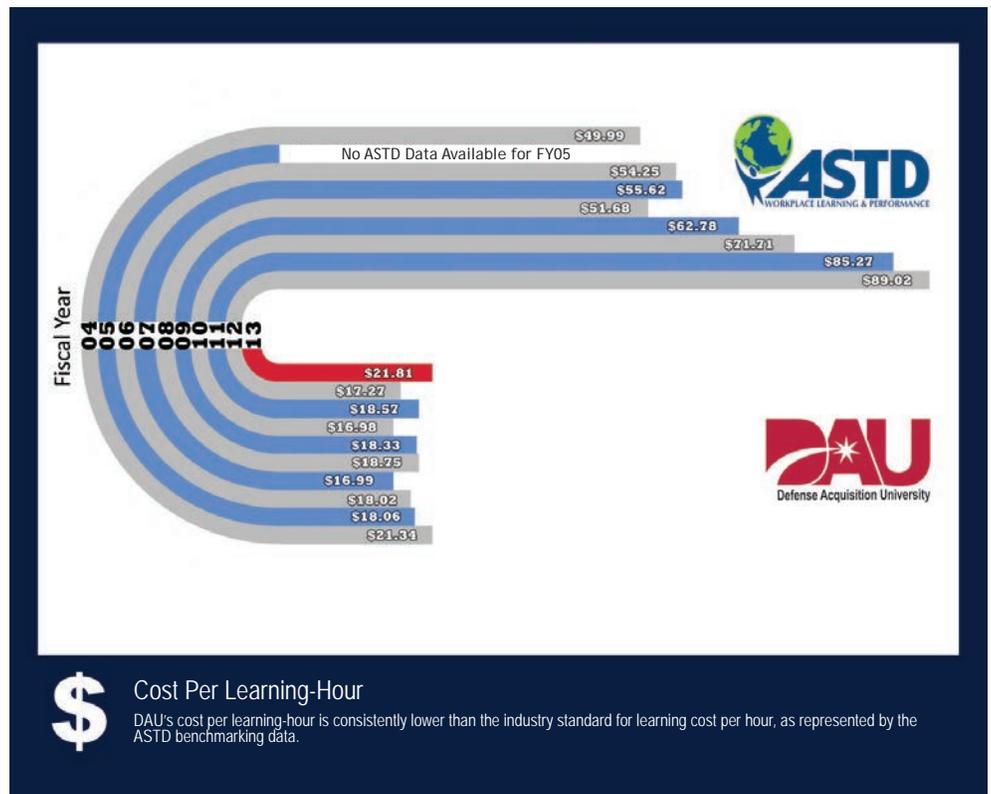
Accomplishments

- Selected Robert Daugherty as the Director of Acquisition Career Management for the 4th Estate
- Selected Mark Lumb as Dean of the South Region to replace retiring Jim McCullough
- Selected Kevin Carman as Dean of the West Region to replace retiring Andy Zaleski
- Implemented new course-authoring tool— Development and Revision Tool (DART)
- Hired faculty and staff for College of Contract Management

Resources

Learning Hours Delivered

In FY13, DAU provided the acquisition community with 10.1M learning and development hours. Of this total, 6.3M hours of formal training were provided, including 3M hours in a classroom setting and 3.3M hours through e-learning. While this figure alone is significant and demonstrates DAU's commitment to providing required formal training, it becomes even more significant when combined with the 3.8M hours of additional learning assets that were delivered in the workplace and at home through consulting, rapid deployment training, targeted training, online continuous learning modules, and the AT&L Knowledge Sharing assets. (Note: The decrease in Knowledge Sharing hours for FY13 reflects a change in the algorithm by which this metric is computed.)



Cost Per Learning-Hour

DAU's cost per learning-hour is consistently lower than the industry standard for learning cost per hour, as represented by the ASTD benchmarking data.

DAU Faculty

DAU faculty members possess expertise across every career field. Recruited from the military, other Government agencies, and industry, DAU's faculty members leverage their extensive backgrounds to develop and deliver meaningful learning assets that help provide the foundation for the future of the Defense Acquisition Workforce.

The faculty's areas of expertise are:

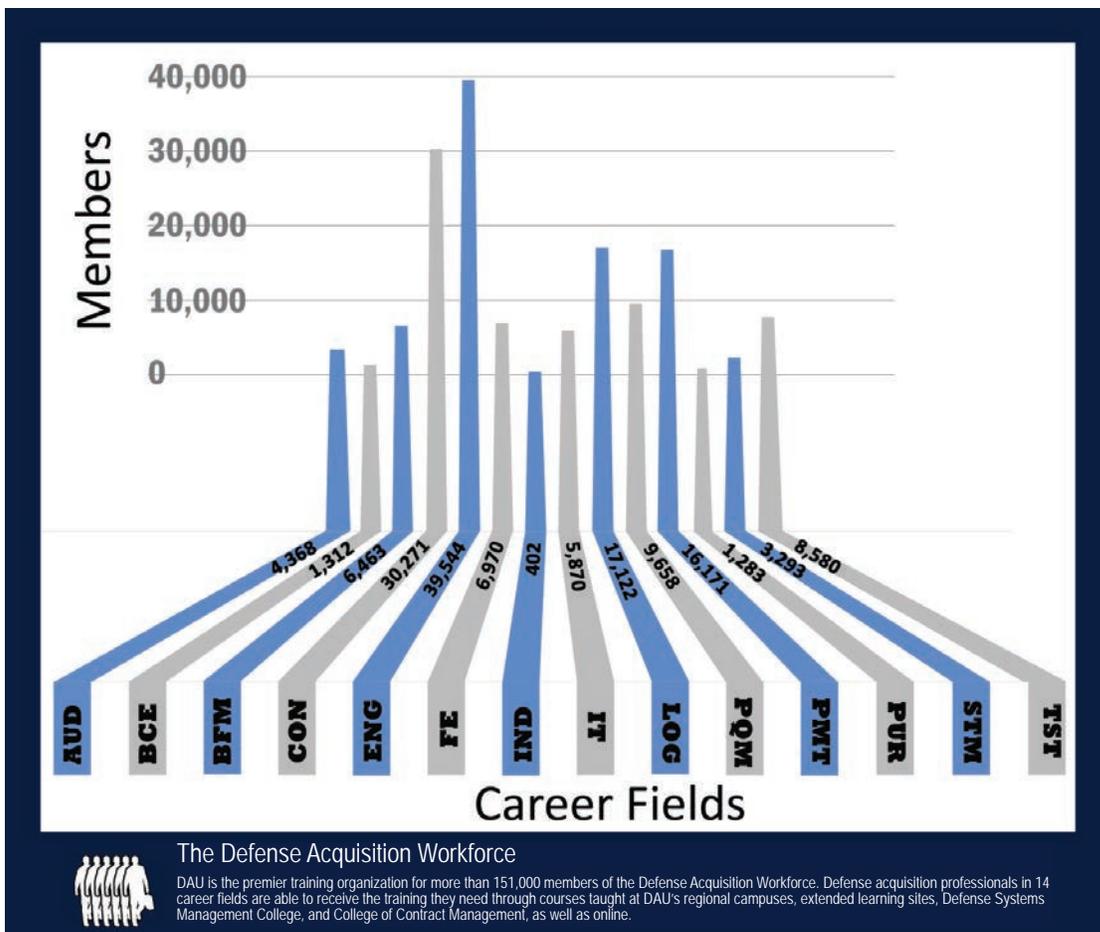
- Acquisition and Program Management – 37%
- Contracting – 26%
- Technical Management – 12%
- Logistics – 9%
- Business – 9%
- Other – 7%

Defense Acquisition Workforce

There were 151,355 members in the Defense Acquisition Workforce in FY13.

- Army—40,037 (26%)
- Navy—53,214 (35%)
- Air Force—34,534 (23%)
- Defense Agencies—23,570 (16%)

At the end of FY13, the Functional Leader for Engineering and Technical Management combined the Systems, Planning, Research, Development, and Engineering (SPRDE)-Systems Engineering and the SPRDE-Program Systems Engineer career fields into the Engineering career field.



Resources

Deployed Development and Revision Tool (DART)



The majority of DAU learning assets were created using various authoring tools based on specific business requirements, thus numerous contractors were involved in maintaining DAU courses. Going forward, "DAU DART" will be used to maintain and build DAU learning assets internally, thus improving standardization and reusability while reducing overall costs and

time-to-market. Thirty-one distance learning assets and 30 continuous learning modules were converted in FY13.

New 4th Estate DACM from DAU

Robert Daugherty assumed the duties of the Director of



Acquisition Career Management for the 4th Estate (DoD agencies outside the Military Departments), April 8, reporting directly to the President of DAU. Daugherty is responsible for providing policies, guidance, and oversight to the 4th Estate components

to ensure uniform implementation of DAWIA policy and procedures. He also represents the 4th Estate agencies at the AT&L Senior Steering Board and the Workforce Management Group. Additionally, his responsibilities include ensuring that there is effective planning, management, and execution of the 4th Estate workforce initiatives funded by the Defense Acquisition Workforce Development Fund. He collaborates with all 4th Estate agencies to identify training requirements, and prepares the necessary budget documents to support the student population of this component.

New Senior Leadership for DAU

FY13 saw a significant shift in senior leadership as established deans retired and others accepted temporary assignments that left vacant seats around the regions. DAU's highly qualified staff and faculty provided candidates with the institutional knowledge and skill set to fill these roles, facilitating a smooth transition.

Dr. Kevin Carman was selected to succeed Andrew



Zaleski as the Dean of the DAU West Region. Carman joined DAU in 2001 and since that time has supported the University in numerous roles during two separate stints. He has served as Associate Dean of both Academics and Mission Support (now Mission Assistance), Department Chair and professor of Program

Management and Executive Development, qualified Executive Coach, and was the lead for Better Buying Power Initiatives (BBPI) Trust Area 2 and BBPI research, issues, and support. Carman was also recognized as an Instructor of the Year just 2 years after returning to DAU from a brief stint in industry.

Mark Lumb was selected to succeed James McCullough



as the Dean of DAU South. Lumb joined DAU in 2002 and since that time has supported the University with many outstanding accomplishments. He has served as a Professor of Acquisition Program Management, as a major player in the outreach support across the

South Region, and as a Department Chair. He also participated in multiple key projects and studies, such as the Defense Acquisition Performance Assessment (DAPA) and the Defense Acquisition Structures and Capabilities Review, as special advisor and contributor in support of senior AT&L leadership initiatives.

College of Contract Management Grows in FY13

The College of Contracting Management (CCM) developed, piloted, and fielded seven new courses covering quality assurance, industrial manufacturing, and aircraft operations. Twelve additional courses are now in formal development with two DAU contractors in support of training for professionals in quality assurance, industrial manufacturing, and software engineering. The improved content, design, and delivery methods of this array of online, blended learning, and classroom courses have enhanced the Defense Contract Management Agency's (DCMA) ability to execute its mission while also capturing efficiencies in delivery of that training. Furthermore, the CCM courses will serve as a cornerstone component of overarching DCMA training strategy, enabling the Agency to qualify its front-line functional professionals in DCMA-unique competencies.



CCM itself has also put in place a very strong team of faculty and staff—six full-time and 10 intermittent CCM faculty are now onboard. They are busy instructing the CCM's courses, providing subject matter expertise support of ongoing course development, and providing instruction of existing DCMA courses until replacement courses are fielded. The CCM support staff for the faculty comprises the dean, one administrative officer and one instructional systems designer. These accomplishments have helped CCM transition from a new branch campus with a single full-time employee to a fully operational and productive entity bridging the gap between DAU and DCMA.

Emerging Leader Class Graduates

The Defense Acquisition University's third annual Emerging Leader Program commenced at the DAU Fort Belvoir campus November 6-8, 2012. Twelve staff members from across DAU completed the program in 2013:

Shelly Clark (Mid-Atlantic Region), Mirjana Cook (LCIC), Bernadette Crumb (Midwest Region), Mary Greiner (DAU-HR), Nicole Isenberg (GLTC), Roberto Reyes



(DAU-HR), Kristen Russell (Capital-Northeast Region), Adrienne Schmidt (Mid-Atlantic Region), Russ Shaver (West Region), Penny Siragusa (DAU-PRM), Stephanie Voltz (DSMC), and Kim Willingham (South Region).

The Emerging Leader Program provides experience and knowledge that fosters professional and personal growth for full-time, nonprobationary DAU staff employees or Learning Support Faculty. Self-paced and blended, the program uses e-learning courses, classroom learning, and self-study assignments that allow the participant to tailor the program to fit their developmental needs while still performing their normal workload in fulfillment of DAU's mission.

Organization



Board of Visitors

The Board of Visitors (BoV) consists of members selected for their preeminence in academia, business, and industry to advise the USD(AT&L) and the president of DAU.



GEN William Tuttle, Jr. USA (Ret.)
Chairperson



Maj. Gen. Erv Lessel, USAF (Ret.)
Director
Deloitte Consulting



**Brig. Gen. Michael Brogan,
USMC (Ret.)**
Senior Vice President
ManTech International Corp.



VADM Walter Massenburg, USN (Ret.)
Senior Director, Mission Assurance
Business Execution
Raytheon Integrated Defense
Systems



Ms. Susan Coté
Vice President, Corporate
Contracts, Pricing, and Supply
Chain
Northrop Grumman Corp.



Mr. Christopher Raymond
Vice President, Business
Development and Strategy
The Boeing Co.



Mr. Curtis Gray
Senior Vice President, Human
Resources
BAE Systems



Dr. Allison Rossett
Professor Emerita
San Diego State University



Mr. Michael Joyce
Senior Vice President, Operations
and Program Management
Lockheed Martin Corp.



Gen. Ronald Yates, USAF (Ret.)
Consultant



Mr. Norman Kamikow
President and Editor-in-Chief
MediaTec Publishing, Inc.

Capital and Northeast Region

Fort Belvoir, Virginia



Judy Fleming
Acting Dean



Sterling Mullis
Acting Associate Dean
(AA)



Karon Curry
Associate Dean (O/MA)



Michael Skaines
Director of Operations

The Capital and Northeast (CNE) Region concluded another remarkable year of responsive support to the Defense Acquisition Workforce community and Federal Government customer base both inside the classroom and at the point of need. The dedicated professionals at CNE continued to achieve unprecedented levels of support in classroom execution, online delivery, and customer outreach. Regional faculty taught 690 distinct classes, with more than 52,765 Web and classroom graduates.

FY13 also saw the culmination of a study to reduce paper-based course materials; major curriculum development efforts; the continued growth of an Executive Coaching capability for senior service and Defense leaders; and the expansion of targeted assistance with the critical issues that affect the performance of our major Defense acquisition programs. One such assist was the outreach for the Under Secretary of Defense for Acquisition, Technology, and Logistics' Better Buying Power 2.0 initiatives. CNE played a critical role as the enterprise lead for the development and delivery of the Rapid Deployment Training package to the workforce.

The Region was instrumental in assisting the Afghanistan Ministry of Interior by developing a two-tiered training program including Business Cost Estimating Financial Management, Program Management, Logistics, Contracting, and Engineering and Technology lessons. Tier one comprises a 1-week combined series of lessons for the novice/beginner, and tier two is a 4-week combined series of lessons for the more advanced student.

Additionally, CNE Region conducted Engineering Management Workshops for local high schools as a community outreach effort supporting DoD science, technology, engineering and mathematics (STEM) education priorities. The program has been critical in helping expand the enrollment in the participating high school engineering classes and in building DAU's reputation as a top flight institution.

We continued to expand critically needed efforts like contracting officer's representative training, Service Acquisition Workshops, Program Transitions Workshops, consulting, and technological innovation. Our exceptional customer satisfaction, attributable to our outstanding faculty and staff, indicates the success of the CNE team's continued efforts to provide the acquisition community with the knowledge and skills to improve the quality of acquisition programs.

—Judy Fleming

Mid-Atlantic Region

California, Maryland



NAVAIR
 NAVAIR/FRC Cherry Point
 PEO (A), PEO (U&W), PEO (T)
 SPAWAR
 Langley AFB
 TRADOC
 TAPO
 Joint Services
 Military Sealift Command
 Navy Shipyard Norfolk
 DLA
 DCMA
 NATO
 USAREUR
 USAFE
 NSWC Dahlgren



Scott Ilg
Acting Dean



Belle Mattingly
Acting Associate Dean
(AA)



Duane Mallicoat
Associate Dean (O/AA)



Susie Wallace
Director of Operations

Despite the challenges and uncertainties resulting from furloughs and sequestration, the professional staff and faculty of the DAU Mid-Atlantic Region maintained their focus and commitment to mission success. The faculty and staff from among each of our regional sites contributed to the successful delivery of 334 distinct course offerings, resulting in the graduation of 28,498 resident and distant-learning students. To address the strain on budgets across the services, the Region developed and delivered virtual offerings in ACQ 201B, SYS 203, and SYS 302, which allowed students to attend the courses without incurring travel costs.

FY13's mission assistance events remained constant, but the number of events that were accomplished leveraging talent from across DAU regions or business units grew extensively. We continued our partnering with NAVAIR by executing our Marine Aviation Detachment's University curriculum. The Region met its goals of maintaining support of the major Defense acquisition programs (MDAPs) within our area of responsibility and provided assistance to nine of the 21 MDAPs within our regional territory. Additionally, we responded to the Defense Department's leadership focus on effective management of service acquisition as we executed an increased number of Service Acquisition Workshops and other service-related training and consulting.

We continued to cement our ongoing customer relationships by providing consulting and targeted training support as programs moved through their various acquisition stages while also partnering with 22 new program management offices and agencies.

Our local support to the community continued to grow this year, building on our existing outreach efforts and gaining new partners. Working through the Region's local DAU Alumni Association (DAUAA) Chapter during the last 5 years, this support has resulted in the Region providing more than \$42,000 to the Navy Marine Corps Relief Society and more than \$10,000 to the Marine Corps Aviation Association's John Glenn Squadron College Scholarship Program. FY13 also saw our DAUAA Chapter add a Wounded Warrior Scholarship Program that supports Wounded Warriors, their families, and their caregivers within the tri-county area.

The Region's growth and consistency in the number and quality of events have enabled us to effectively increase the capabilities of the faculty and staff to ensure that we can add value to the supported program teams to meet the challenges facing our regional customer base.

—Scott Ilg

South Region

Huntsville, Alabama



AMC Headquarters
Army Contracting Cmd
AMCOM
MDA
Eglin AFB
MacDill AFB
- USSOCOM
SMDC
Robins AFB
Tinker AFB
PEO STRI, Orlando



Mark Lumb
Dean



Marshall Eubanks
Associate Dean (AA)



Richard Gallman
Associate Dean (O/MA)



Gary Byrum
Director of Operations

FY13 proved to be a year of significant change, as well as one of continued excellence, service, and achievement, for DAU's South Region. On the leadership front, the inaugural Dean of the South Region and my predecessor, Jim McCullough, retired after 12 years of outstanding service.

On the teaching front, we delivered 420 classroom offerings and conducted 63 separate distance-learning course offerings graduating more than 40,000 students. DAU South delivered 76 different classroom course offerings at 12 different customer locations—simultaneously achieving significant student travel dollar savings while efficiently and effectively delivering value-added training. A significant milestone in the Senior Service College Fellowship Program (SSCFP) occurred when it was granted Military Education Level 1 equivalency. The South Region continued to support our acquisition customers and the acquisition workforce with the timely delivery of diverse, high-quality mission assistance with more than 100 active customer projects that spanned the three Services, multiple DoD agencies, and several non-DoD Federal agencies.

This year the South Region also made significant contributions in the areas of research and publication. DAU South was an integral part in the delivery of an Acquisition, Technology, and Logistics sponsored study entitled "A Front End Analysis for Developmental Testing (DT) Disconnects in Operational Testing (OT) Outcomes." This major analytical undertaking was conducted at the behest of the Honorable Katrina McFarland (ASD(A)) and was published in October 2013.

In this same vein, DAU South faculty published several articles in professional publications and trade journals and oversaw the publication of the Smart Shutdown Guidebook—a valuable resource for acquisition programs undergoing significant restructure and transition.

In one of the year's most exciting and promising developments, DAU South's Eglin Air Force Base satellite campus faculty developed a four-day Source Selection Training Simulation (SSTS) to train intact source selection teams. The SSTS Workshop employed an innovative use of DAU's Acquisition Community Connection as the course platform to provide students an immersive, intact team experience while they conducted a mock source selection.

Our strong and active support of community projects continues to be a point of pride. New and ongoing initiatives include our science, technology, engineering and math outreach to local high schools; our "Lunch and Learn" program, which is drawing participation and rave reviews from throughout the community; and our continued support of the Wounded Warrior Program, which keeps us engaged and connected in this very special part of the community and provides a visceral reminder of why we serve.

—Mark Lumb

Midwest Region

Kettering, Ohio



AFMC
ASC
TACOM LCMC
Rock Island Arsenal
USTRANSCOM
USSTRATCOM



Travis Stewart
Dean



Carl Hayden
Associate Dean (AA)



Vishnu Nevrekar
Associate Dean (O/MA)



Sylvester Hubbard
Director of Operations

The Midwest Region's championship performance in FY13 continued to demonstrate DAW's commitment to excellence. Our all-star faculty and staff consistently provided world-class, innovative, and responsive career-long learning. Their stellar performance enabled the Defense Acquisition Workforce to develop, deliver, and sustain effective and affordable warfighting capabilities. Our superb learning environment offers modernized telecommunication and classroom learning capabilities in the Region's four locations (Kettering, OH; Sterling Heights, MI; Columbus, OH; and Rock Island, IL).

As leadership training becomes more important to the Defense Acquisition Workforce, our Region continued to successfully operate two preeminent leadership courses: the PMT 401 Program Manager's Course and the Senior Service College Fellowship program to the U.S. Army Tank Automotive Command Life Cycle Management Command. Customers and stakeholders laud both courses as "a home run for the Midwest Region and DAW."

Our team of professionals also continued a customer-centric mindset this year by providing more mission assistance efforts to our regional acquisition customers than in years past. Through the efforts of our Major Defense Acquisition Program (MDAP) Director, we were able to provide critical consulting and targeted training to numerous multiservice ACAT 1 programs in the Region—A+ results in every case. The Midwest Region MDAP director conducted more customer visits than planned, greatly increasing the Midwest footprint and further establishing DAW as provider of choice for our regional customers.

—Travis Stewart

West Region

San Diego, California



USPACOM
USSPACECOM
Space & Missile Systems Center (SMC)
SPAWAR
PEO JTNC
PEO C4I
PEO Strategic Systems



Kevin Carman
Dean



Hank DeVries
Associate Dean (AA)



Rob Tremaine
Associate Dean (O/MA)



Jim Childress
Director of Operations

The West Region provides acquisition training and mission support for more than 30,000 Defense Acquisition Workforce members at 28 training sites across 13 regional states and throughout the Pacific Rim. FY13 was another tremendous year. The Region sustained high classroom graduates rates, teaching more than 345 courses in 13 very diverse functional areas. The West also provided support for over 100 tailored training workshops and seminars. To serve our Defense Acquisition Workforce better, we recently added an additional site at Hill AFB and are establishing course offerings closer to student populations in order to improve alignment of course delivery with student training needs including cost-effective delivery locations.

DAU West continues to demonstrate the effectiveness of mission assistance (MA) for a wide range of customers throughout the Region. Through our Customer Learning Officer (CLO) program and more recently our Customer Gateway Initiative, DoD and Federal customers have quicker access to a variety of focused workplace solutions that include executive coaching, strategic planning, and a number of targeted training courses. Executive coaching provided one-on-one engagements for key acquisition leaders to help them attain an extraordinary future for themselves and their organizations. Ten DAU West Executive Coaches served as “strategic confidants,” so the leaders they coached could candidly discuss and explore their challenges ahead, affording the required actions to create various pathways for even greater leadership successes.

During this past year, DAU West strengthened its MA analysis team so it can now quickly assess the performance health of acquisition organizations and identify the gaps. The MA team also provided workplace solutions that were easy to implement and quickly moved a number of programs forward. As several programs gained momentum, DAU West fashioned strategic assistance game plans that helped them mitigate the programmatic risks normally associated with transitioning a major Defense acquisition program somewhere along the acquisition life-cycle continuum.

DAU West assisted several acquisition program offices and commands to deploy a learning organization architecture to boost their workplace learning where it matters the most—on the job—and ultimately increase workplace efficiencies. It also will help facilitate the planned Acquisition Workforce Qualification Initiative (AWQI), in which acquisition professionals will be expected to demonstrate key workplace proficiencies.

DAU West has proven to be a valued partner in achieving acquisition excellence both inside and outside the classroom. We stand ready to provide the highest quality training and consulting solutions for our customers throughout the Region.

—Kevin Carman

Defense Systems Management College

Fort Belvoir, Virginia



Roy Wood
Dean



Tony Romano
Associate Dean (O/MA)



Joni Forman
Associate Dean (A/LAM)



Patrick Willis
Associate Dean (A/ET)



Janet Vincent
Director of Operations

FY13 was a challenging year for the entire Federal Government, with civilian furloughs resulting from the Budget Control Act, or sequestration, and an end-of-year Government shutdown. In spite of those unfortunate disruptions, the Defense Systems Management College (DSMC) had another successful year of classes, mission assistance, knowledge sharing, and research. Indeed, in many ways, it was one of DSMC's best years.

In FY13, we added three new classes to our curriculum. The first was developed at the request of the Assistant Secretary of Defense for Acquisition (ASD[A]) for AT&L staff specialists who assist the ASD(A) and the Under Secretary in assessing major program readiness to proceed to milestone decisions. We also developed two new international distance-learning courses as part of an overall expansion of the training curriculum for a new International Acquisition Career Path (IACP). The IACP identifies workforce members in all career fields who manage programs with a large international component.

DSMC had a banner year in mission assistance and outreach to the acquisition workforce. DSMC faculty accomplished more than 17,000 hours of mission assistance, and 37 percent of DSMC's projects involved collaboration with one or more of the other DAU regions. DSMC had three faculty members become qualified providers of Service Acquisition Workshops (SAWs). Major consulting was done in support of the Defense Health Agency, Defense Threat Reduction

Agency, NATO Science and Technology, and a number of major Defense acquisition programs (MDAP) and major automated information system (MAIS) programs.

This year, under the leadership of Professors Richard Hansen (DSMC) and Lois Harper (West Region), DAU won the International Coach Federation "Prism Award" (DC chapter). Nearly one-third of DSMC's faculty is involved in support of executive coaching, offering clients the opportunity to achieve an "extraordinary future" and improve acquisition outcomes.

DSMC also continued to reach out to general officers/flag officers and senior executives through its robust Defense Acquisition Executive Overview Workshops and Requirements Executive Overview Workshops. Improved Communities of Practice in program management, international acquisition, requirements management, research, and leadership were part of an aggressive knowledge sharing program that also included a number of important published articles by DSMC authors in *Defense AT&L* magazine, the *Defense Acquisition Research Journal*, and other practitioner publications. These outreach efforts were designed to share best practices, keen insights, and lessons learned with the larger acquisition workforce. DSMC continues to be committed to doing everything possible—inside the classroom and in the workplace—to equip the senior acquisition workforce with the skills and knowledge needed to succeed in an extremely demanding environment.

—Roy Wood

College of Contract Management

Fort Lee, Virginia



Kurt Stonerock
Dean

Established in October 2011, the College of Contract Management (CCM) continued to make significant strides throughout FY13 in achieving its charter to ensure well-trained faculty, well-designed curriculum, and a cost-effective methodology. Its charter aims to provide the professional, accredited courses necessary to enhance the skills of the 9,500+ members of the acquisition workforce within the Defense Contract Management Agency (DCMA). The college's efforts directly support DCMA's provision of customer-focused contract administration services that afford acquisition insight and engagement, enabling the Defense acquisition enterprise to procure the right product or service (quality), at the right time (delivery) and at the right price (value). The focus of the CCM's curricula is to provide formal training on contract management-specific competencies needed for DCMA functional personnel to execute their job responsibilities.

In FY13, DAU completed pilots for the CCM's first seven courses. They will be fielded in early FY14 in support of quality assurance, industrial manufacturing, and aircraft operations personnel. Twelve additional courses were put into development during the year as well, targeted to support professionals in quality assurance, industrial manufacturing, and software engineering. In addition, detailed task analysis was completed in support of arrays of courses that will be developed in FY14 to train DCMA-required competencies in pricing,

contract management, earned value management, and engineering support to pricing. Additional courses will be put into development in FY14 and FY15 consistent with DCMA Director-defined priorities. Furthermore, the Commission of the Council on Occupational Education determined the accreditation they have already bestowed on DAU appropriately extends to the CCM.

The improved content, design, and delivery methods of this array of online, blended learning, and classroom courses will enhance DCMA's ability to execute its mission while also capturing efficiencies in delivery of that training. Furthermore, the CCM's courses will serve as a cornerstone component of DCMA's overarching training strategy. Significantly, although CCM courses will continue to be designed for what front-line DCMA functional professionals need to do their jobs, many of the courses are envisioned to be highly attractive to functional professionals in the military Services and other agencies who are also performing post-award contract management functions. Without a doubt, the successes CCM had in FY13 were enabled by the strong, day-to-day support and expertise of scores of professionals in both DAU and DCMA.

—Kurt Stonerock

Community Involvement

2012 Combined Federal Campaign

DAU Headquarters, the Capital and Northeast Region, and the Defense Systems Management College raised \$68,384 during the 2012 Combined Federal Campaign fundraising drive. This represents 228 percent of DAU's \$30,000 goal and is nearly \$5,300 more than last year's record total of \$63,090. Thirteen Eagle and two Double Eagle awards were earned by employees who donated one or two percent of their base pay, respectively. Cheryl Clark coordinated DAU's campaign again this year, assisted by 18 key workers from the various offices and directorates. In addition to collecting pledges from DAU's staff and faculty, Cheryl and her team conducted several fundraising activities that brought in further donations.

26th Annual Easter Egg Hunt

DAU hosted its 26th Annual Easter Egg Hunt for the Fort Belvoir Exceptional Family Member Program on March 16. The agenda included decorating eggs and cupcakes, coloring, an egg hunt, taking pictures with the Easter Bunny, and even a piñata. The children made their way through every station as the Easter Bunny roamed around. The weather cooperated, so the egg hunt was held outdoors, delighting the kids as they found the prized eggs. In the final event of the day, each child excitedly took turns batting at the piñata, waiting for the candy to spill to the floor, and when it did they immediately scooped it right up. Their smiles marked another successful event. Both parents and children alike were grateful and appreciative to DAU for continuing this annual activity.



Huntsville Fellows Volunteer at Special Olympics for 7th Year

Nine fellows from the 2012 Huntsville, AL, class of the Senior Service College Fellowship (SSCF), four DAU South faculty members and a DAU spouse volunteered at the City of Huntsville's

Special Olympics, October 23, 2012. This was the seventh year that members of the Huntsville SSCF and DAU South family have supported this charitable event. During the event, volunteers performed a variety of tasks to ensure the events ran smoothly. Five DAU-associated volunteers helped to keep racers in their lanes before their competitions, but not everything ran smoothly. Before the start of one heat,

a racer took off from the starting line to hug Robert Rotkosky, bringing smiles all around and making the day for both of them. Other DAU volunteers were asked to manage scoring tables and to escort Olympians as they moved through the events. John Smith, Scott Wilson, Dana Stewart, Kathy Peake, Mike Chandler, Dave Treshansky, and Mark Unger escorted competitors throughout the day, cheering them on during their competitions and offering support and encouragement when needed. Members of DAU South family were proud that they had an opportunity to give back to the greater Huntsville community.



Women in Defense

The Women in Defense (WID), Tennessee Valley Chapter hosted a Holiday Toys for Tots reception December 4, 2012. DAU was

well represented by faculty, staff, and SSCF. WID, a National Security Organization, an affiliate of the National Defense Industrial Association,

provides its members with opportunities for professional development and networking, cultivating the advancement of women leaders in Government and industry professions.



Community Involvement

DAU West Participates in Operation Cookie Drop for Military Heroes

The West Region provided the Marines and Sailors of the USS *San Diego* with homemade cookies, October 16, 2012, as a “thank you” for bravely serving and sacrificing for our country. The ship supports amphibious assault, special operations, and expeditionary warfare missions. Every chance it gets, DAU recognizes the special sacrifices of our men and women in uniform. The West Region has a special connection to the USS *San Diego* since the ship’s Combat Cargo Officer, Chief Warrant Officer 2 Elisabeth Pagtakhan, is married to one of West Region’s own, Phillip Pagtakhan. CWO2 Pagtakhan recently returned from a humanitarian deployment.



CNE-ET Delivers Engineering Management Workshop to Local High Schools

The Engineering and Technology (ET) Department of DAU’s Capital and Northeast (CNE) Region conducted critical engineering talent development by engaging two local high schools in an innovative science, technology, engineering, and mathematics (STEM) education event in April. This was the fourth iteration of this outreach program, which held an Engineering Management Workshop at Kettle Run High School in Nokesville, VA, and Fauquier High School in Warrenton, VA. In the Engineering Management Workshop, students experience an accelerated process of a typical DoD system acquisition. During the 3-week course, participants design, build, and test a robotic vehicle that must meet specified performance requirements. The students also are required to use a computer-aided design tool to draw each robot part as well as provide exploded views to validate their robot designs. This

workshop simulates the processes and situations DoD employees face in real life while on the job, where they are required to design, build, and test systems to specific requirements. Throughout the workshop,



participants are introduced to and practice various engineering management skills and competencies such as risk management, technical reviews, and configuration management. On the final day of the workshop, teams demonstrated the performance of

their vehicle designs during a number of test events, including trial runs around a complex obstacle course.

Mid-Atlantic Alumni Association Kicks Off Chopticon High School Academy of Finance School Year

DAU presented a check for \$350 to Cindy Baden, Academy of Finance faculty coordinator, and her Academy of Finance freshmen class members at Chopticon High School in Morganza, MD, September 18, 2012. The check was presented for the purchase of student lanyards (to be used for student identification on field trips) and windbreakers for use by the students. The Academy of Finance is a national program that prepares students for careers in the financial services industry. The event was also attended by Garth Bowling, principal of Chopticon High School; Vanetta R. Hall, assistant principal of Chopticon High School; and Dr. Jeffrey A. Maher, executive director for teaching, learning, and professional development, St. Mary's County Schools. The DAU Mid-Atlantic Alumni Association supports the Academy through several avenues, including serving as an Program Advisory Council Committee Member and visiting the classroom as guest speakers.



Mid-Atlantic Alumni Association Hosts Wounded Warrior Appreciation Dinner

The DAU Alumni Association Mid-Atlantic Region Chapter hosted its first Wounded Warrior Appreciation Dinner in honor of the Wounded Warriors of Southern Maryland. The dinner was held March 28 at the River's Edge Catering and Conference Center at Naval Air Station, Patuxent River, MD. RDML CJ Jaynes, Commander, Fleet Readiness Center and Assistant Commander, Logistics and Industrial Operations, Naval Air Systems Command (NAVAIR), was the evening's guest speaker and retired CAPT Greg Wallace served as the Master of Ceremonies. RDML Jaynes thanked all those in attendance for their support of our Wounded Warriors and added a special tribute to the family members of the Wounded Warriors at the dinner. She also spoke of the courage and commitment of our Wounded Warriors and made special note of the tremendous value the NAVAIR Wounded Warriors have added to the workforce.

RDML Jaynes said, "They have been through much more than most of us could even imagine. So when it comes to the day-to-day job here at NAVAIR, they offer a poise and positive attitude that goes well above and beyond."

The highlight of the evening was the chance to hear about the firsthand experiences of the Wounded Warriors in attendance. Their stories were all unique, yet shared a common theme of sacrifice and triumph over tremendous adversity. It gave everyone in attendance the

opportunity to reflect on how much we owe Service members who provide for our security.

Hall of Fame



Eduard H. Boyd, Former Director of Visual Arts and Press

In recognition of his service to the Defense Acquisition University and its predecessor institution from 1977 to 2011. As Director of Visual Arts and Press, Mr. Boyd's artistic mastery, management, and production of communications media furnished thousands of students with course materials and acquisition publications to assist them in providing the warfighter with effective and affordable weapon systems. Serving three DAU presidents and 14 DSMC commandants, he produced world-class outreach materials related to the mission, goals, programs, and priorities of the University and the Office of the Under Secretary of Defense for Acquisition, Technology, and Logistics.



Dr. Jerry G. Davis, Former Associate Dean for Outreach and Performance Support

In recognition of his service to the Defense Acquisition University from 2002 to 2013. As the Associate Dean for Outreach and Performance Support, Dr. Davis developed a comprehensive program that provided South Region acquisition organizations with responsive consulting and targeted training support to enhance program outcomes. He also spearheaded the DAU faculty mentoring program and conceived, developed, and led the execution of a truly transformational Senior Service College Fellowship program to ensure world-class executive education for senior Army civilian Defense Acquisition Workforce members.



Dr. Douglas N. Goetz, Former Professor, Course Manager, and Performance Learning Director

In recognition of his service to the Defense Acquisition University from 1993 to 2009. During his long career at DAU, Dr. Goetz distinguished himself as a professor, course manager, and performance learning director. As a professor, he was widely acclaimed by his students for his teaching prowess and was the recognized expert in Government property for the Department of Defense. He developed and delivered targeted training in the areas of Government property, strategic leadership, and national security policy studies. In addition, he earned many accolades for his research efforts, published articles, and leadership of Government property professional societies.



John H. Hickok, Former Professor and Center Director for Knowledge Management

In recognition of his service to the Defense Acquisition University from 1991 to 2011. As an accomplished professor and later a Center Director for Knowledge Management in the Global Learning and Technology Center, Mr. Hickok helped transform DAU from a traditional training institution to a more learner-centric vision, based on extending the reach and presence of DAU. He championed the AT&L Knowledge Management System which provides the Defense Acquisition Workforce and its partners with the tools and resources to improve job performance anywhere, anytime. He pioneered the use of online acquisition Communities of Practice and expanded them from four communities to more than 50.



GEN William G. T. Tuttle, Jr., U.S. Army (Ret.), Chairperson of the DAU Board of Visitors

In recognition of his service to the Defense Acquisition University from 2002 to 2013. As a member and Chairman of the DAU Board of Visitors, General Tuttle provided the DAU President and Under Secretary of Defense for Acquisition, Technology, and Logistics with important recommendations on DAU organizational structure, learning asset development, and budget priorities, as well as assessments of DAU performance and results. He helped transition DAU from a brick-and-mortar school to a world-class learning institution that delivers classroom and online certification courses, continuous learning modules, and mission assistance efforts to Defense Acquisition Workforce members worldwide.

Corporate Recognition



DAU Receives 2013 LearningElite Award

DAU was named a LearningElite Organization at the Chief Learning Officer (CLO) Symposium in Austin, TX, March 17. This is the third consecutive year DAU has been recognized with a LearningElite award, and this year, DAU also received the Editor's Choice award for Learning Impact on Business. The LearningElite awards program is a unique, peer-reviewed ranking and benchmarking program that recognizes organizations that employ exemplary workforce development strategies to deliver significant business results. Developed under the guidance of a group of chief learning officers and senior learning and development practitioners, the LearningElite program is based on five dimensions: learning strategy, learning execution, leadership commitment, learning impact, and business performance results. Other organizations receiving LearningElite awards this year included Accenture, AT&T, Deloitte, General Mills, IBM, Procter & Gamble, the Department of Veterans Affairs, the United Services Automobile Association, and UPS.



DAU Wins International Coach Federation Award

The Metro DC Chapter of the International Coach Federation (ICF) presented ICF's 2012 Prism Award for Coaching Excellence to representatives of DAU's Executive Coaching Program in a ceremony at George Mason University, June 6. The award recognizes a private or public sector organization that has demonstrated coaching excellence and achievement to enhance performance and accelerate client results. The ICF noted the strengths of DAU's executive coaching program, including the alignment of organizational results and leader and workforce development, the effective approach to assessing coaching results and return on investment, and the comprehensive and innovative program used to train its coaches.



DAU Wins Gold Award for World's Best Overall Corporate University

During a ceremony March 13, Professor Tim Freihofer received a gold award on behalf of the University at the Global Council of Corporate Universities Awards (GCCU). The gold award was presented to DAU in recognition of its role as the top corporate university in the world, performing at the highest level of excellence and creating strategic value for business, people, organizations, and society. The GCCU Awards honor leaders and innovators among corporate universities and provide a forum for networking, exchanging ideas, and sharing best practices. Multinational academic institutions and companies from around the world competed for the award, making this a milestone event for the corporate education professional and further establishing DAU as a preeminent example of excellence on an international stage. The Advisory and Judging Committee selected the winners among candidates from 19 countries.



DAU Recognized with Learning! 100 Award

ELearning! magazine, named DAU the best learning program in the public sector at the 2013 Enterprise Learning! Conference & Expo in Anaheim, CA, August 26. This awards program, hosted by *ELearning!* Media Group, recognizes 100 top learning organizations for outstanding learning culture, innovation, or collaboration that drives performance. DAU, a three-time winner of the Learning! 100 Award, was recognized especially for its development and implementation of the Teaching and Learning Laboratory (TALL). Catherine Upton, *ELearning!* Media Group publisher, noted that "The Learning! 100 winners represent the best-of-the-best in learning and development across multi-national organizations." *ELearning!* Editorial Director Jerry Roche further explained that "The top-ranked organizations all drive innovation and learning impact across their organizations." Other 2013 Learning! 100 award-winning organizations include SuccessFactors University (now SAP Cloud Talent Success), The Juilliard School, Shaw Industries, the American Heart Association, Hertz Corporation, Oracle, Cisco, and IBM.

Corporate Team Awards

Goal 1—(Mission) Provide an integrated, interactive learning environment that develops qualified acquisition, requirements, and contingency professionals enabling workforce members, teams, and organizations to improve acquisition outcomes.

ACQ 315 “Understanding Industry Team



Thomas White (Lead)*	Larry Floyd	Bob Lopez	Eddie Rozier
Al Barnes	Scott Fouse	Robert Lord	Tatiana Rubio
Jeran Binning	Vance Gilstrap	Paul Mallon	Brian Schultz
Jerry Brown	Bob Gustavus	Greg Martin	Penny Siragusa
Rhonda Bruce	Gordon Hagewood	Chris Merkel	Sylvia Stokes
Rene Butler	Debbie Hahn	Shawn Miller	Tim Stovall
Karen Byrd	Darrell Hamilton	Steve Mills	Tom Thomas
Mirjana Cook	Bob Hergenroeder	Jeanette Montoya	Joe Thumser
Pat Dallosta	Steve Jones	Erin Mulligan	Dave Treshansky
Leslie Denault	Sam King	Venkat Rao	Nate Washington
Dan Durnell	Jan Kinner	Dave Reil	Diane Williams
Lyle Eesley	Mary Klemmt	Dr. Alicia Sanchez	Brian Wright
Dave Floyd	Larry Leggett	Stan Rosen	

Goal 2—(Infrastructure) Continuously improve our infrastructure and mission support processes to optimize use of resources.

Network Systems Engineering Team



Craig Marsteller (Lead)*
 Andrew Davis
 Chris Lawless
 Tony Morell

Goal 3—(Transformation) Support congressional and DoD acquisition improvement initiatives through thought leadership, applied research, and engagement with key acquisition organizations.

AT&L Staff Specialist Acquisition Course Development Team



Joesph Chang (Lead)*	Bill Kobren
Brian Brodfuehrer	Becky Lane
Pete Czech	Cliff Maxfield
Dr. Bobbie DeLeon	Katie Miglin
Dave Gallop	John Mueller
Sean Herr	John Pritchard
Mike Holbert	Jim Ryan
Dr. Mark Husband	Roberta Tomasini

* Pictured

Executive Coaching Team



David Fitch (Lead)*
 Raymond Alfaro
 Craig Arndt
 Brian Blanchfield
 William Broadus
 Brian Brodfuehrer
 Dr. Kevin Carman
 James Carter
 Joseph Chang
 Joseph Cooke

Robert Daugherty
 Michael Falvey
 Scott Fouse
 David Gallop
 Vance Gilstrap
 Donald Goddard
 Richard Hansen
 Lois Harper
 Rob Hergenroeder
 Michael Holbert

Steven Jones
 Ronald Joseph
 Robert Lopez
 James McCullough
 James McNulty
 David Miskimens
 John Mueller
 Dr. David Newberry
 James Oman
 Dr. Mary Redshaw

Scott Reynolds
 Anthony Romano
 Dusty Schilling
 Joanne
 Schoonover
 Ivan Teper
 Joseph Thumser

Performance Based Logistics Community of Practice Development Team



Betsy Lederer (Lead)*
 Brian Bohr
 John Boyce
 Dave Floyd
 Richard Fowler
 Jill Garcia
 John Huang
 Bill Kobren
 Leesa Lafferre-Thomas

Larry Leggett
 Reg Parks
 Mary Ryan
 Emmett Simmons
 Dr. John Snoderly
 Kathy Spainhower
 Mike Taylor
 Dr. Ray Ward

Goal 4—(People) Foster an environment that encourages continuous development, promotes diversity, and rewards achievement to enhance job satisfaction and performance.

The Furlough Implementation Team



Ceary Shepard (Lead)*
 NL Allen
 Kim Attaway-Kelly
 Daisy Banks
 Gloria Blackshear
 Crystal Calloway
 Lynn Cheek
 SMSgt James Chevalier,
 USAF
 Brian Chriswell
 Alexis Concepcion

Dick David
 Mary Greiner
 Ralph Hill
 Aletha Holmes
 Damon Ingram
 Lisa Johnson
 Roberto Reyes
 Tina Richards
 Daniel Rieger
 Digna Robinson
 Tatiana Rubio

Adrienne Schmidt
 Penny Siragusa
 Carrie Simpson
 Sherry Stancil
 Sherri Taillie
 Ron Valentine
 Dana Wallace
 Susie Wallace
 Kim Willingham
 Bethany Wince

Goal 5—(Customers) Proactively engage our customers and stakeholders to understand their mission requirements and develop responsive solutions to enhance performance.

Senior Leaders' Acquisition Training Conference Team



John Mueller (Lead)*
 Tawnita Blay
 Mike Blevins
 Michael Bohn
 Trashawna Carter
 Cheryl Clark
 Dave Gallop
 Christen Goulding
 Caren Hergenroeder
 Rich Hoferkamp

Dr. Mark Husband
 Becky Lane
 Nathan Lewis
 Katie Miglin
 Mark Porter
 Jim Ryan
 Tim Stovall
 Sherri Taillie
 Stephen Wade
 Dwayne Young

* Pictured

Individual Awards

Distinguished Teacher Recognition



Michelle Carrier



John Larson

Teaching Band A



Kevin Crabbe

Teaching Band B



Christopher Merkel

Teaching Band C



Michael Falvey



Roberta Tomasini

Mission Assistance to the Warfighter



Michael Johnson



William Long

Mission Assistance



David Miskimens

Knowledge Sharing



Mary Ryan

Research



Dr. Donald McKeon



Donna Kinnear-Seligman

Curriculum Development



John Meeuwissen



Kimberly Meyer



Karen Stadler

Innovation in Course
Delivery



Jerome Collins

Senior Staff Person
of the Year



Wilton Perry

Junior Staff Person of the Year



Barbara Dorer



Erica Nixon



Jeff Robinson



Jeffrey Russo

Outstanding Media



Thomas Rauls

Customer Service



Kimberly Willingham

Distinguished Officer
of the Year



Lt. Col. Jason Timm, USAF

Frank J. Anderson, Jr.
Award (Faculty)



Rebecca Clark

Frank J. Anderson, Jr.
Award (Staff)



Bennie Berry

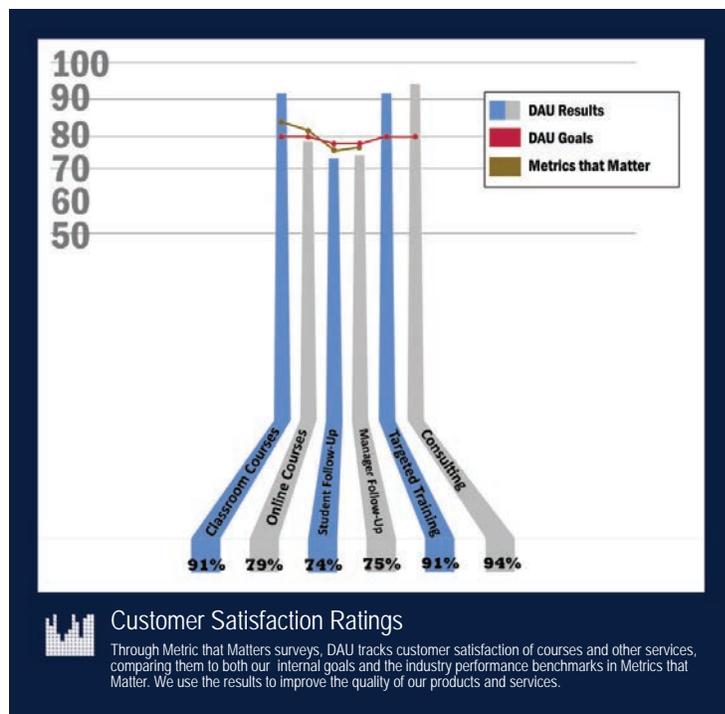
Customer Satisfaction

For DAU to provide the foundation for the future of the Defense Acquisition Workforce, it must provide high-quality, relevant products and services to its customers. DAU does just that. From contracting personnel in areas of conflict to senior DoD leaders, from small buying commands to major Defense acquisition programs, from individual workforce members to intact acquisition teams, DAU provides a variety of learning assets to help the Defense Acquisition Workforce support the warfighter. DAU uses the state-of-the-art, end-of-course survey program Metrics that Matter (MtM), a Web-based learning evaluation system with an extensive database of performance benchmarks, to collect survey data from students and customers.

Customer Evaluation Results

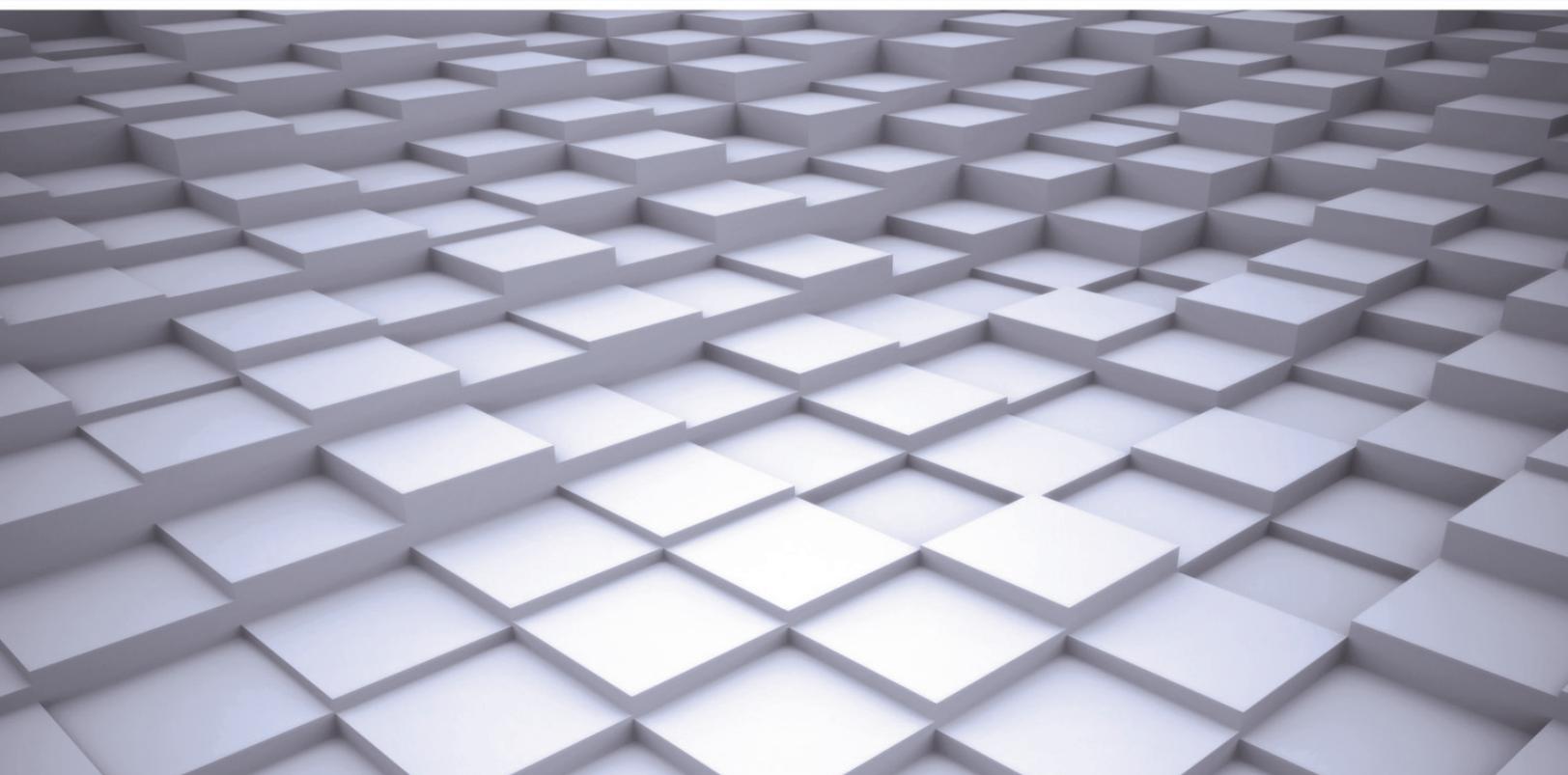
DAU evaluates customer satisfaction based on the four-level Kirkpatrick training assessment model and uses the seven-point Likert scale. At the end of each course, students are provided a link to the survey, which includes questions on course content, coursework, faculty, and job applicability. Ratings are reviewed regularly, and improvements are made in DAU's products and services based on these evaluations. In FY13:

- 47,458 surveys were completed by students in classroom courses with an average rating of 6.36 (or 91 percent)—exceeding DAU's target of 80 percent by 11 percent, and 7 percent above the MtM corporate benchmark of 84 percent
- 92,182 surveys were completed by online students with an average rating of 5.5 (or 79 percent)—falling short of DAU's target of 80 percent by 1 percent, and 2 percent lower than the MtM corporate benchmark of 81 percent
- 52,329 follow-up surveys were completed by students with an average rating of 5.21 (or 74 percent)—falling short of DAU's target of 78 percent by 4 percent, and 2 percent lower than the MtM corporate benchmark of 76 percent
- 1,454 follow-up surveys were completed by students' managers with an average rating of 5.23 (or 75 percent)—falling short of DAU's target of 78 percent by 3 percent, and 2 percent lower than MtM benchmark of 77 percent
- 1,137 surveys were completed by customers who participated in Targeted Training events with an average rating of 6.40 (91 percent)—exceeding DAU's target of 80 percent by 11 percent
- 19 surveys were completed by customers receiving consulting assistance with an average rating of 6.6 (94 percent)—exceeding DAU's target of 80 percent by 14 percent



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