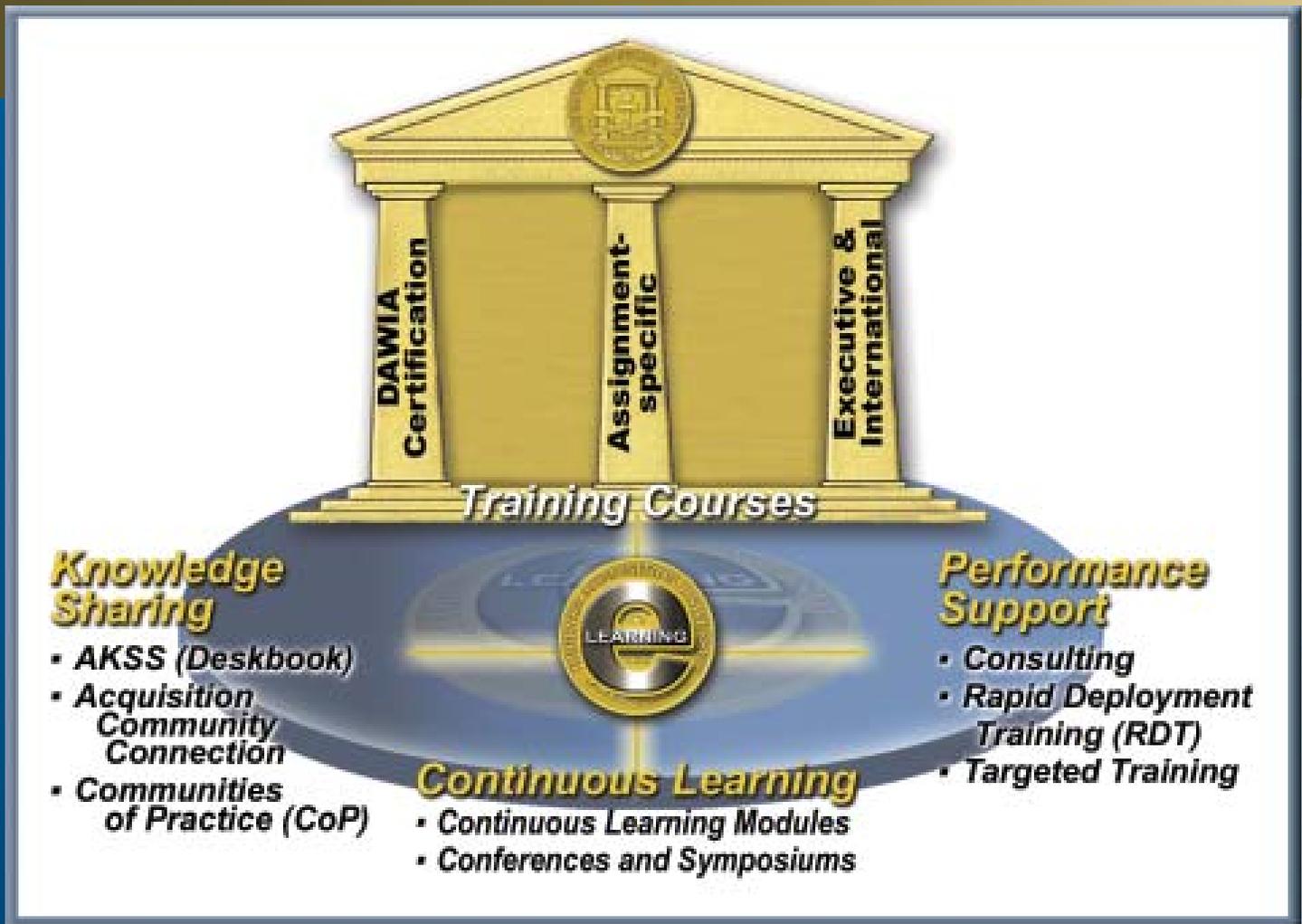


**The Defense Acquisition University**  
**Strategic Plan 2004 - 2009**  
***Training Transformation (T2)***



## The AT&L Performance Learning Model (PLM)



*PLM—a new learning paradigm that shifts focus from the classroom environment of the 20<sup>th</sup> century to the total learning environment of the 21<sup>st</sup> century. DAU has transformed its concept of learning to extend beyond the course itself to meet total career learning needs.*

**D**efense Acquisition University (DAU) created and now employs a revolutionary learning strategy, Acquisition, Technology and Logistics Performance Learning Model (PLM). This new learning strategy is focused on career-long learning—certification training plus continuous learning, plus consulting in the workplace, plus knowledge sharing. Implementing the PLM provides workforce members more control over their learning opportunities and also creates a structured foundation for the new learner-centered, career-long learning environment.

- ❑ DAU has rapidly changed the traditional training paradigm of classroom instruction to one that provides learning solutions 24 hours a day, seven days a week—the concept of anytime, anywhere learning.
- ❑ Our performance support capability provides DAU faculty expertise to help acquisition organizations solve workplace technical, business, and programmatic dilemmas.
- ❑ DAU is also aggressively implementing the Rapid Deployment Training concept that allows DAU to provide just-in-time training on AT&L evolving practices and policy initiatives at the point and time of need.

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***The Defense Acquisition University is a strategic enabler of DoD AT&L workforce capabilities.***

# President's Message

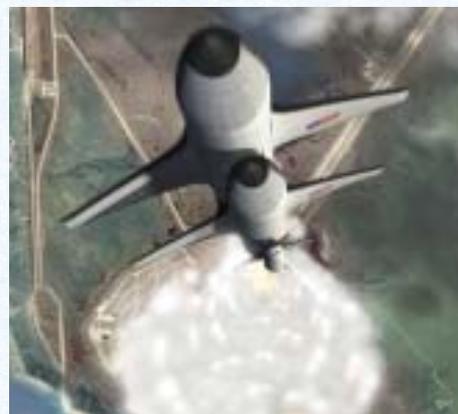


Frank J. Anderson, Jr.  
President,  
Defense Acquisition University

***“We are in a world where the span of knowledge is the shortest that it has ever been... a learning organization must develop a capability to deliver new knowledge, new information, with the speed and agility that was never required before.”***

**T**he DoD Acquisition, Technology, and Logistics (AT&L) community is currently facing major challenges: projected loss of experience and knowledge; the requirement to develop integrated process methodologies; the need to adapt to revolutionary advances in information technologies; the necessity of streamlining infrastructure; and the imperative of participating in the fundamental transformation of the Department of Defense as set forth in the DoD Transformation Planning Guidance. The skill sets required by the new business environment of the 21<sup>st</sup> century can no longer be served by the traditional training methods of the 20<sup>th</sup> century.

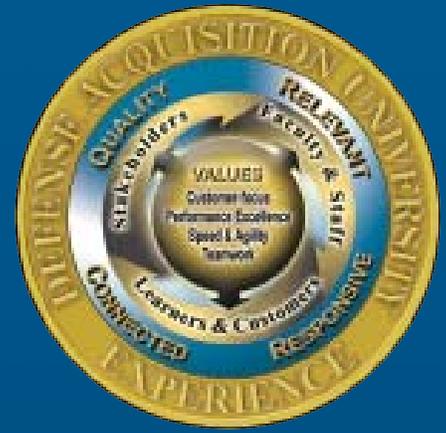
To help our customers meet their challenges, our primary objective is to provide learning resources 7 days a week, 24 hours a day—the concept of anytime, anywhere learning. We must become significantly better at getting the right information to the right workforce member at the right time. More importantly, we must enable our customers to build “Learning Organizations” in order “to expand their capacity to create results...where people are continually learning to learn together” (Peter Senge). This concept will also help provide new employees job-critical skills and at the same time recast current employees with the new skills necessary to meet the challenges of tomorrow.



**A**s we help shape the future, we must also provide our customers a “DAU Experience.” Our guiding tenet is that everyone who comes in contact with DAU—our stakeholders, customers, and faculty and staff, whether in the classroom, online, on the phone, at conferences, or in meetings must “*receive the same great experience anywhere, anytime—no matter what part of DAU they experience.*” The “DAU Experience” is in all we do and plan to do, including our Strategic Plan.

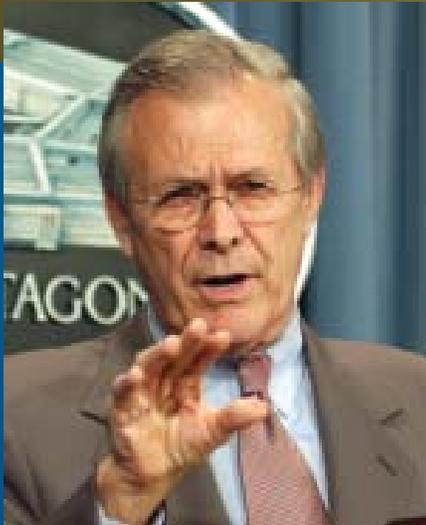
Our DAU Strategic Plan is dynamic and performance-based. It provides the strategic direction, goals, and enabling strategies to achieve our vision; and, most importantly, it is in alignment with our senior leadership’s goals.

*Frank J. Anderson Jr.*



***The DAU Strategic Plan sets the direction and provides us with our goals and strategies to create our future.***

# DoD Transformation



***“There will be no moment at which the Department is transformed, rather, we are building a culture of continual transformation. The Department of Defense is up to the task.”***

Donald H. Rumsfeld  
Secretary of Defense  
*DoD Transformation Planning  
Guidance April 2003*

*“We must promote an entrepreneurial approach to developing military capabilities, one that encourages people to be proactive, not reactive, and anticipates threats before they emerge.”*

— Donald H. Rumsfeld  
Secretary of Defense  
*DoD Transformation Planning Guidance April 2003*

**T**he Department of Defense is rapidly transforming itself: mission, organization, capabilities, infrastructure, and business processes. The DoD AT&L workforce also faces major demographic turbulence. In addition to the requirement to effectively support the DoD transformation, a redefinition of the DoD AT&L community has increased the number of individuals requiring training from approximately 100,000 to 132,000—an increase of 32 percent. Additionally, by 2005, almost half of the total workforce will be eligible to retire, and by 2007 the number reaches 70 percent. A replacement generation must be rapidly brought on and trained. In response, the DoD AT&L leadership has developed a Human Capital Strategic Plan in which training is a key component.

As the DoD AT&L workforce’s learning assets provider, the Defense Acquisition University is a strategic enabler ensuring the continued competence and success of the workforce. Through performance support, rapid deployment training, communities of practice, interactive learning, and the development of critical thinking skills, DAU products and services enhance workplace performance, promote mission effectiveness and help to reshape the DoD AT&L workforce to meet future challenges.

# DAU Transformation

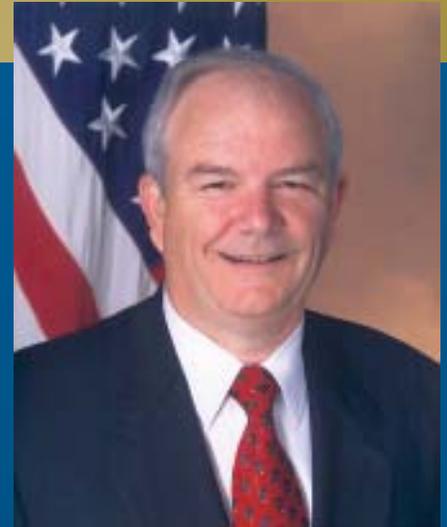
**D**AU is well on its way... We have embraced a corporate university model that focuses all activities on the needs of the customer. Everything we do must help the DoD AT&L workforce improve their performance on the job and enable them to rapidly implement new business processes.

We have reengineered our organizational structure to increase emphasis on speed and scope of course development; collocated our teaching facilities with the DoD AT&L workforce; provided job-specific performance support; and deployed e-learning initiatives. We have rapidly incorporated modernization initiatives to add value to our learning products for our customer.

To develop critical thinkers capable of responding to the most complex acquisition challenges, we are leading in areas such as knowledge management and case-based learning. We are also expanding the learning envelope by partnering with other academic institutions, government agencies, and private sector organizations to enhance the career development of the DoD AT&L workforce.

We have expanded learning beyond the classroom by rapidly deploying training to the job to meet critical gaps in currency and awareness of important policy changes. DAU must also enable the AT&L community to become world-class “Learning Organizations.” Finally, we have embraced a “DAU Experience” value proposition throughout the University—our stakeholders, customers, and faculty and staff will receive the same great customer-focused experience regardless what part of DAU they experience.

In recognition of our progress and achievements, DAU earned accreditation, was a distance learning award winner, and won four corporate university—best in class awards.



***“DAU is the one institution that touches nearly every member of the workforce throughout all stages of their professional careers. This is where we revitalize our workforce, while ensuring it has the training it needs to make smart business decisions and deliver for our warfighters.”***

Michael W. Wynne  
Acting Under Secretary of  
Defense  
(Acquisition, Technology, and  
Logistics)  
12 April 2002  
DAU Change of Command  
Ceremony

# Mission



***“In preparing our armed forces for the challenges they will face, transformation is in the forefront of our agenda—and transforming logistics is a central part of that process.”***

**Diane Morales  
Deputy Under Secretary of  
Defense (Logistics and  
Materiel Readiness)**

***“Provide Practitioner Training and Services to Enable the AT&L Community to Make Smart Business Decisions and Deliver Timely and Affordable Capabilities to the Warfighter.”***

**T**he DAU mission statement is consistent with the original Charter of 1992, “to educate and train professionals for effective service in the Defense acquisition system; to achieve more efficient and effective use of available acquisition resources by coordinating DoD acquisition education and training programs and tailoring them to support the careers of personnel in acquisition positions; and to develop education, training, research, and publication capabilities in the area of acquisition.”

Our mission statement reflects that DAU now serves an ever more inclusive DoD Acquisition, Technology, and Logistics community and that we are using innovative techniques such as distributed learning, performance support, communities of practice, and continuous learning modules to enhance workplace performance. We are ever mindful that our training successes directly contribute to the DoD AT&L workforce’s ability to furnish combatant commanders with the materiel and services they must have to project power and maintain technological dominance over our adversaries.



# Vision

## ***“A Premier Corporate University serving DoD Acquisition, Technology and Logistics”***

**O**ur vision sets the direction and states what we are trying to become, and what we must accomplish for success. The DAU Corporate University Model targets career-long learning needs and job-critical skills of our DoD AT&L workforce. We have focused all activities to ensure value-added contributions for our customers and alignment with the strategic goals and business objectives of the DoD leadership.

DAU transformed, emphasizing web-based training, performance consulting in the workplace, and forming strategic partnerships with universities, industry, professional organizations, and government agencies. Additionally, DAU put into place a streamlined organizational infrastructure and implemented world-class business practices integrating key processes. This enabled the university to rapidly transform and provide the very best learning products in the most cost effective manner. As a premier Corporate University, the DAU will aggressively work to be the first choice of our customers for DoD AT&L learning solutions, and performance support.

## ***As a Corporate University, Our Products and Services***

- ✦ Are directly aligned with DoD strategic goals and priorities
- ✦ Facilitate workplace effectiveness
- ✦ Promote career-long learning
- ✦ Available 24/7 – when and where you want



*Corporate University Model Attributes*



***“I am working closely with DAU to ensure that our training products are global in their reach and focused on career-long learning.”***

**Deidre A. Lee  
Director,  
Defense Procurement and  
Acquisition Policy**

*“We are implementing lean principles to empower our people, and decentralizing decision-making to build speed, agility and innovation into our enterprise-wide business systems. We’ve changed our faculty and staff evaluation process to focus on value-added contribution.”*

Frank J. Anderson, Jr.  
President,  
Defense Acquisition  
University

**A**s a Corporate University for the DoD Acquisition, Technology, and Logistics (AT&L) community, we leverage our core competencies to meet our customers’ needs. Our competencies have become strategic resources for the DoD AT&L community and are comprised of Multi-Functional, Applied Subject Matter Expertise; Curriculum Development Expertise (DoD Context); Knowledge Sharing; the Delivery of Practitioner Training, Performance Support and Applied Research; and Working Relationships with AT&L and Defense Industrial Communities.

### **Multi-Functional, Applied Subject Matter Expertise**

Having held positions as highly skilled field practitioners themselves, DAU faculty and staff collectively possess experience and expertise across DoD AT&L disciplines and are unique in their comprehensive knowledge of the DoD environment, business practices, and processes.

### **AT&L Unique Curriculum Development and Rapid Response Capabilities**

DAU’s curriculum development expertise is unique in regard to design, content, and intimate understanding of the DoD AT&L workplace environment

and culture. This facilitates the alignment of the curriculum to the career long learning needs of the DoD AT&L workforce.

### **Knowledge Sharing**

DAU is the knowledge manager and repository for the AT&L body of knowledge and steward for its communities of practice.

### **Practitioner Training, Performance Support and Applied Research**

DAU faculty deliver practitioner training, performance support, rapid deployment training, and applied research to meet the career-long learning needs of their customers—how, when, and where they need it.

### **Relationships with AT&L and Defense Industrial Communities**

Because they are a key part of the DoD AT&L workforce themselves, DAU faculty enjoy trust and confidence, and are able to directly relate to their customers. Together, as part of the DoD AT&L team, they build and maintain strong professional, mutually beneficial relationships in curriculum development, performance support, continuous learning, and in promoting government best practices in the execution of the DoD AT&L mission.

# Our Values Form the Foundation of the “DAU Experience”

What we call the “DAU Experience” is the deeply felt and remembered quality of our service to everyone we touch. Our DAU values of teamwork, customer focus, performance excellence, and speed and agility form the foundation for providing the “DAU Experience.” Everyone who comes in contact with DAU—our stakeholders, customers, and faculty and staff—whether in the classroom, online, on the phone, at conferences, or in meetings will “receive the same great customer-focused experience anywhere, anytime—no matter what part of DAU they experience.” Within DAU we need to provide the DAU experience to our faculty and staff by creating a working environment that promotes cooperation, trust, helpfulness and professional growth. Our interaction with each other must be marked by respect, consideration and mutual assistance. Such an environment will make a good place to work even better—a model for others to emulate.



By all of us embracing the “DAU Experience” as a guiding tenet to our professional behavior and attitude, we contribute to the idea that we are all working together to achieve common goals and objectives—an enterprise that is totally customer-focused. To provide the DAU experience, we all must lead by example. We must do the right thing, the first time and every time. It is this level of commitment that will create experiences that are relevant, responsive, and valuable, and make a strong, positive and lasting impression of DAU. We each can do our part. You personally can help the “DAU Experience” become real and practiced.

Our enduring motto now is “You get the same great experience no matter what part of DAU you experience!”

## Teamwork.

We are a team. Through support, respect, and trust in each other, our faculty, staff and customers develop “one vision, one plan, and one playbook.”

## Customer Focus.

We are a customer-centric organization. We take our customers’ perspective in all we do, and help them succeed by maximizing their capabilities through total learning and performance solutions.

## Performance Excellence.

We take pride in our work and pursue excellence in all we do. We value professionalism and quality.

## Speed and Agility.

We are proactive and anticipate customer requirements. We have a sense of urgency to produce products and services to fully meet the total learning needs of the workforce.

# Strategic Goal Alignment

*The Overarching AT&L Goals drive our DAU Goals and provide focus for our future accomplishments.*



## DAU Alignment to the

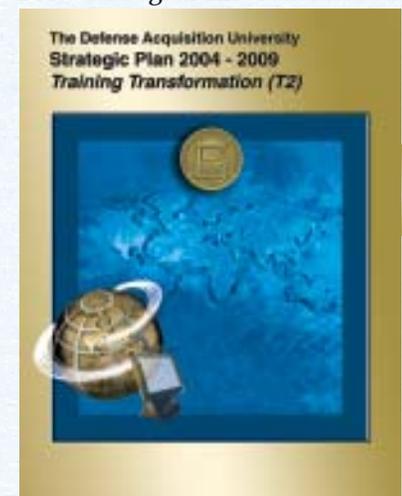


Michael W. Wynne,  
Acting Under Secretary of Defense  
(Acquisition, Technology, and  
Logistics)

### AT&L Goals

- ◆ Acquisition Excellence with Integrity
- ◆ Logistics: Integrated and Efficient
- ◆ Systems Engineering Philosophy Restored
- ◆ Technology Dominance
- ◆ Resources Rationalized
- ◆ Industrial Base Strengthened
- ◆ Motivated, Agile Workforce

DAU Strategic Plan



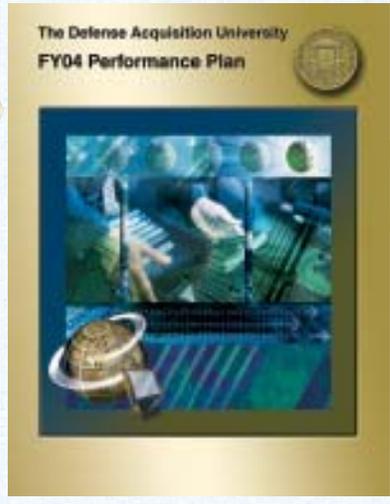
# DoD Strategic Goals

*The President's Management Agenda*  
*Defense Planning Guidance*  
*DoD Transformation Planning Guidance*  
*DoD Training Transformation (T2)*

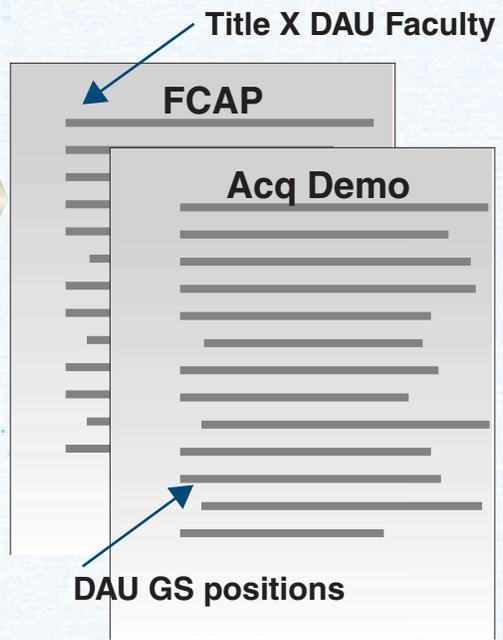
*The DAU Strategic Goals clearly support and align to the AT&L Goals.*

*Our Goals and Strategies are balanced and organized by Product, Process, Performance, and People.*

*FY04 Performance Plan*



*Individual Contribution Plans*



# Strategic Goals and Strategies



## Product



## Process

---

### Goal 1—Provide our customers what they need, when and where they need it

---

We focus all our efforts and resources on customer needs and stakeholders' requirements—a customer-centric approach to our mission.

#### **Enabling Strategies:**

- ❑ Develop and utilize a fully integrated *customer requirements process* to meet the total learning needs of the workforce.
- ❑ Utilize AT&L's *Performance Learning Model* to deliver career-encompassing certification training, targeted performance support, job-relevant continuous learning, and create *knowledge-sharing systems*.
- ❑ Provide quality products and services with *precision, speed, agility and reach*.
- ❑ Optimize *delivery approaches* to best satisfy customer requirements.
- ❑ Provide a great experience to all that come in contact with DAU whether in the classroom, online, at a job site, or anywhere... a *DAU Experience!*

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### Goal 2—Operate a premier learning enterprise

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We set the standards for the University to be among the very best. We leverage best practices and learning technologies, and optimize resources to provide our customers with the skills they need to succeed.

#### **Enabling Strategies:**

- ❑ Develop and apply *world-class business processes*, and continue to modernize our *infrastructure*.
- ❑ Invest in people, processes, and tools to provide *continuous improvement*.
- ❑ Transform and operate the University using *performance and results criteria* that focus on customer satisfaction, managing costs, and ensuring quality.
- ❑ Benchmark by competing in *sector leadership programs* that assess our progress and challenge us to constantly improve.

---

## Goal 3—Promote transformation through excellence in acquisition, technology, and logistics practices

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We will significantly impact the rapid transformation needs of DoD by promoting performance support, communities of practice, rapid deployment training on emerging initiatives, and relevant research.

### **Enabling Strategies:**

- ❑ Provide access to job-relevant knowledge through a total learning environment enabled by the *AT&L Performance Learning Model (PLM)*.
- ❑ Leverage *strategic-partnering* opportunities to fully meet customer requirements.
- ❑ Promote a culture of innovation by implementing *critical thinking* requirements and designs throughout our learning products.
- ❑ Conduct and provide job-relevant DoD AT&L *applied research and performance support*.
- ❑ Provide *Rapid Deployment Training* on evolving AT&L practices and policy initiatives to fill gaps in knowledge and training.

---

## Goal 4—Provide an environment valuing achievement, growth, and career-long learning

---

In order for the DAU to accomplish its other strategic goals, we must invest in professional development programs that lead to value-added contributions to the AT&L workforce needs.

### **Enabling Strategies:**

- ❑ Provide a *world-class environment* that will draw, develop, reward, and retain a preeminent faculty and staff *best-qualified* to support total learning solutions.
- ❑ Value the importance and richness of *professional diversity* among our teammates.
- ❑ Provide the same great *DAU Experience*...internally, externally, whenever, wherever, and however people come in contact with DAU personnel, learning products, services, or support.
- ❑ *Empower leadership* and *invest in career growth* opportunities.



**Performance**

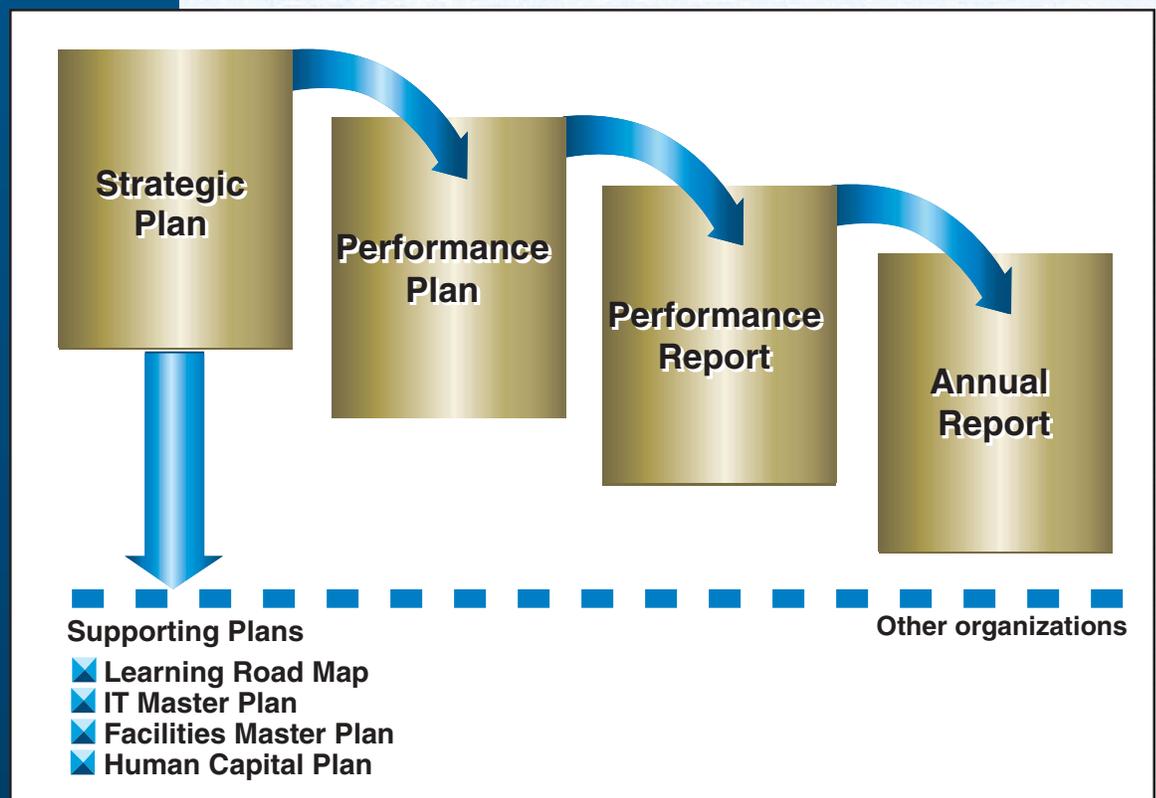


**People**

# DAU Strategic Planning Process

Our Strategic Planning Process includes:

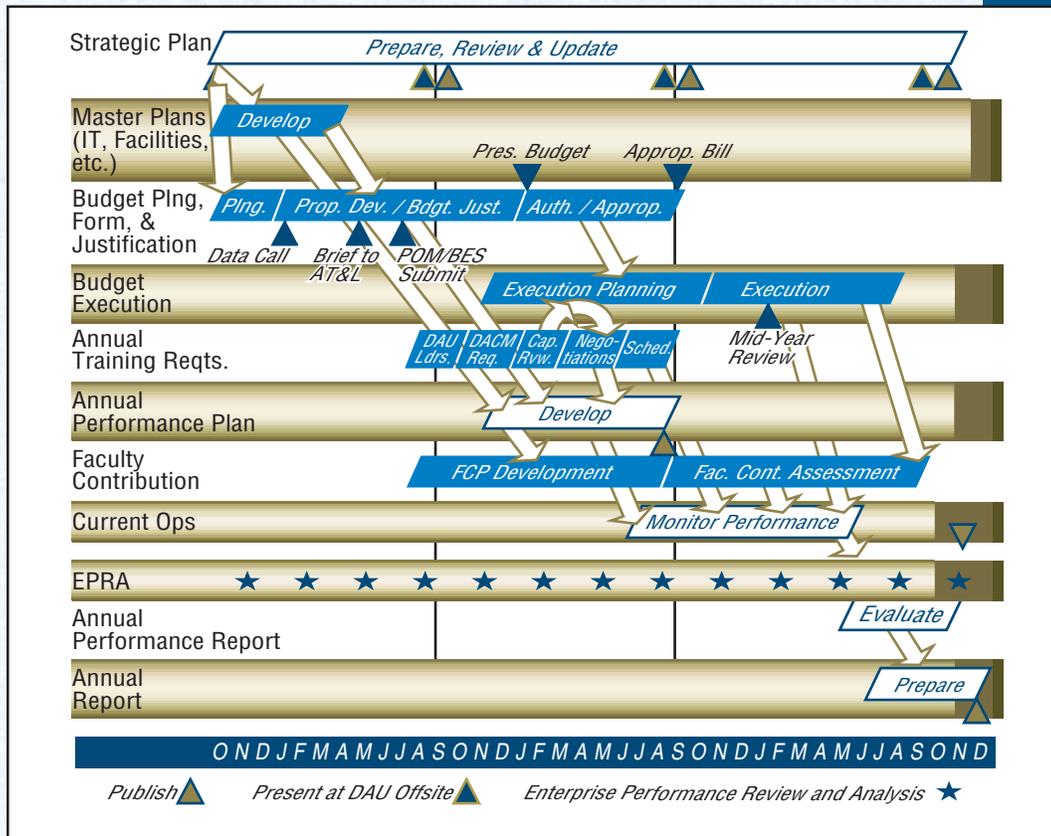
- ❑ Strategic Plan that will cover six years but will be updated annually as a living document.
- ❑ Annual Performance Plan that will establish tasks and performance measures for the current year.
- ❑ Annual Performance Report that will assess the actual versus planned accomplishments for the year.
- ❑ Annual Report that will inform our customers and stakeholders of DAU achievements for the preceding years.



## Strategic Planning Process Relationship

In keeping with our quest for smart business practices, we have adopted the guidelines and provisions of the *President's Management Agenda*, *Office of Management and Budget's Program Assessment Rating Tool*, *OSD's Balanced Score Card Initiative*, the *Government Performance and Results Act* and the *Chief Financial Officer Act* for implementing a strategic planning process. All are intended to initiate performance reform and improve effectiveness, accountability, service, and management.

**D**AU's key processes and products (depicted below)—such as strategic planning, training requirements, financial and cost management, facilities planning, operations execution, and performance awards—are fully integrated and managed.



DAU Multi-Year Strategic Planning Process

This integrated framework provides for:

- ❖ Setting strategic goals in alignment with senior leadership goals.
- ❖ Alignment of strategic goals, performance tasks, and individual contributions and performance awards.
- ❖ Clear linkage of budget costs, planning, programming and priorities.
- ❖ Better management information for data-driven decision making and predictions.
- ❖ Financial, accounting, and cost management systems connectivity.
- ❖ Monitoring goal achievement and measuring organizational performance—accountability for results.

# Managing the Corporate University

*“As we prepare for the future, we must think differently... We must transform not only the capabilities at our disposal, but also the way we think, the way we train.”*

Donald H. Rumsfeld  
Secretary of Defense  
*DoD Transformation Planning  
Guidance  
April 2003*



*Managing the Corporate University*

**W**e have completely reorganized the University to be more customer-centric and have forward deployed our teaching faculty to major customer locations. The new, lean DAU headquarters focuses on stakeholder and customer value, develops the strategic direction of the University, and allocates the human and financial resources needed to implement the University’s business strategies and manage for results. The six “operating business units” (Regional campuses and the Defense Systems Management College - School of Program Managers) execute the mission. Integrated Product Teams (IPTs) provide leadership and guidance to ensure best practices, tools, and processes are shared and implemented across DAU.

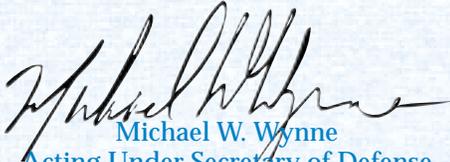
The Operations Group (OPS GP) focuses on infrastructure and support across DAU, adding value by consolidating processes and leveraging support for the entire enterprise. The Curricula Development and Support Center (CDSC) and the e-Learning and Technologies Center (ELTC) provide the University with the latest learning products and technologies. The result is an organization with enormous capability and opportunity. Speed, agility, and a sense of urgency describe the new DAU!

We are on a fast track as we transform DAU to be more flexible and responsive in order to become an agile learning enterprise. Our transformation initiatives are on-target, and our strategic planning process will help DAU stay focused on achieving successful mission results.

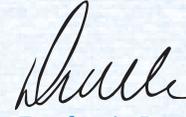


# DAU Leadership Team Commitment

We are committed to working together with our senior leadership, faculty and staff, stakeholders and partners, and most importantly, our customers, to turn the Strategic Plan into a reality and ensure that all who come into contact with the DAU receive a DAU Experience – an experience second to none



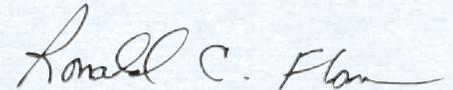
Michael W. Wynne  
Acting Under Secretary of Defense  
(Acquisition, Technology, and  
Logistics)



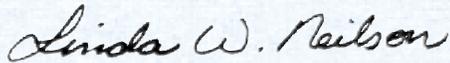
Deidre A. Lee  
Director, Defense Procurement and  
Acquisition Policy



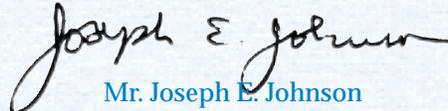
Mr. Frank J. Anderson, Jr.  
President



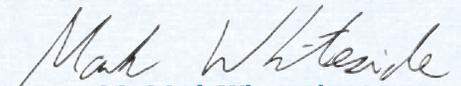
COL Ronald C. Flom, USA  
Commandant



Ms. Linda Neilson  
Chief Learning Officer



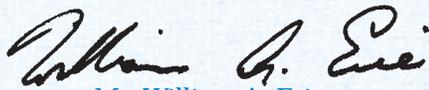
Mr. Joseph E. Johnson  
Executive Director, Strategic Planning  
Action Group



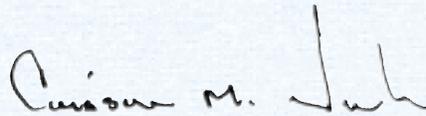
Mr. Mark Whiteside  
Executive Director, Performance  
and Resource Management



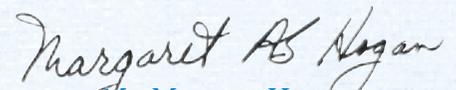
Ronald J. Hayne  
Colonel, U.S. Army  
Executive Director, Operations



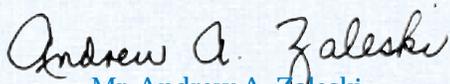
Mr. William A. Erie  
Director, Curricula Development  
and Support Center



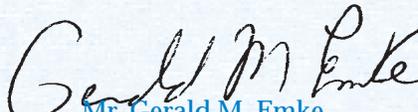
Caisson Vickery  
Lt Col, USAF  
Executive Director, e-Learning and  
Technologies Center



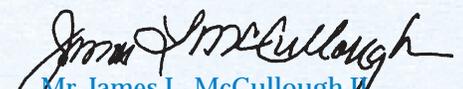
Ms. Margaret Hogan  
Human Capital Management  
Advisor



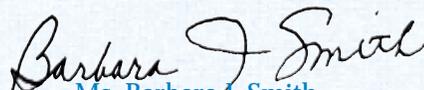
Mr. Andrew A. Zaleski  
Dean, DAU West Region



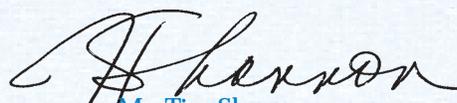
Mr. Gerald M. Emke  
Dean, DAU Midwest Region



Mr. James L. McCullough  
Dean, DAU South Region



Ms. Barbara J. Smith  
Dean, DAU Mid-Atlantic Region



Mr. Tim Shannon  
Dean, DAU Capital and  
Northeast Region



Mr. David Fitch  
Dean, DSMC-School of  
Program Managers

## Locations

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Ohio  
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South Region  
Huntsville, Alabama  
(256) 722-1100

Mid-Atlantic Region  
California, Maryland  
(near Patuxent River NAS)  
(240) 895-7344

Capital and Northeast Region  
Fort Belvoir, Virginia  
(703) 805-2764

DSMC - School of  
Program Managers  
Fort Belvoir, Virginia  
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## DAU—Recognized as a Sector Leader Serving the DoD AT&L Community

DAU provides the DoD AT&L community with the knowledge and tools needed to ensure our country's defense capability is second to none. Receiving recognition as a premier institution demonstrates to our customers and stakeholders the leading role that DAU plays in learning and development for the DoD AT&L workforce. Competing with other successful organizations helps us benchmark how we are performing our mission. Finally, the process itself requires us all to critically assess our own contributions against measurable criteria and our added-value, and think of new ways DAU can improve.

