

DAU and NDIA to Sponsor Defense Systems Acquisition Management Course Offering for Industry Managers

The Defense Acquisition University and the National Defense Industrial Association will sponsor an offering of the Defense Systems Acquisition Management course June 13-17, 2011, at the Island Hotel, Newport Beach Calif. The course is targeted for industry program managers, assistant program managers, systems engineers, industry personnel serving on DoD integrated product teams, and other personnel who must interface with DoD program offices involved in program development and execution. The result of successful completion of this course is a comprehensive understanding of the environment and driving forces affecting your DoD counterparts that will significantly increase your awareness and effectiveness in dealing with programmatic issues.

The course is also open to a limited number of DoD personnel in grades O4-O6 and GS 13-15, tuition-free. Government students should already be certified at Level II to obtain maximum benefit from this course. Government employees and supervisors may apply the DSAM course towards fulfillment of the DoD requirement for acquisition workforce personnel to earn 80 Continuous Learning Points every two years. DSAM counts for 34 CL points, or 3.4 Continuous Education Units (CEU). DSAM presents the same acquisition policy information provided to DoD students who attend the DAU courses for acquisition certification training. It is designed to meet the needs of defense industry acquisition managers in today's dynamic environment, providing the latest information related to:

- Defense acquisition policy for weapons and information technology systems, including discussion of the DoD 5000 series (directive and instruction), and the *Defense Acquisition Guidebook*
- Defense acquisition reform and initiatives
- Defense acquisition procedures and processes
- The Planning, Programming, Budgeting, and Execution process, and the congressional budget process
- The relationship between capability needs determination, resource allocation, science and technology activities, and acquisition programs.

All course materials will be provided to students on CD-ROM. It is highly recommended that students bring a laptop computer to the class. If you do not have access to a laptop, please contact the respective meeting planner as soon as possible. There will be a limited number of laptops available for use through NDIA, so please call early.

For further information, see "Courses Offered" under "Meetings and Events" at www.ndia.org. Industry students contact Michelle Hariston at mhariston@ndia.org or 703-247-9478. A limited number of experienced government students may be selected to attend each offering. Prospective government students must first contact Karen Byrd at 703-805-3728 or e-mail Karen.Byrd@dau.mil prior to registering with NDIA.

Southeastern Michigan Educational Partnership Initiative

Debbie Gomez

Representatives from the Defense Acquisition University Midwest Region (DAUMW); U.S. Army Tank-Automotive Command Life Cycle Management Command (TACOM LCMC) (formerly known as U.S. Army Tank-Automotive and Armaments Command); Defense Contract Management Agency (DCMA), Detroit; government contractors; eight southeastern Michigan colleges and universities; Michigan Procurement Technical Assistance Centers (PTACs); Michigan Works!; and Automation Alley signed a Memorandum of Understanding (MOU) on March 3, 2010, in Warren, Mich., at a ceremony with over 100 participants.

The MOU documents the plans and actions of the signatories to work together with a renewed focus on building the future government workforce in Michigan, with an emphasis on hiring college students, disabled veterans, and displaced workers. Those individuals will have an opportunity to take coursework in one of five functional acquisition areas that may qualify them for employment with the Department of Defense, TACOM LCMC, DCMA-Detroit, other federal agencies, and government contractors in Michigan and across the United States. The functional/technical areas involved are contracting; life cycle logistics; systems planning, research, development, and engineering; production, quality, and manufacturing; and business cost estimating and/or financial management.

A team of DAU, college and university, government contractor, Michigan PTAC, Michigan State Department of Labor, and Automation Alley partners have been working on the educational partnership since September 2009. The initial Southeastern Michigan Educational Partnership meeting was held in September 2009 at Automation Alley, Troy, Mich., to kick off the concept. Several Michigan colleges, universities, and government contractors were in attendance.

Students enrolled in partner educational organizations will have the option to enroll in any of the following disciplines: contracting; life cycle logistics; systems planning, research, development, and engineering; production, quality, and manufacturing; or business, cost estimating, and/or finan-

cial management coursework. The classes offered by the partnership colleges and universities will have equivalency with DAU's resident and online curricula, and can ultimately result in completion of 100- and 200-level Defense Acquisition Workforce Improvement Act (DAWIA) course requirements.

TACOM-LCMC Community, Warren, Mich. TACOM LCMC is headquartered in Warren, Mich. In partnership with the Army's program executive offices, it represents one of the Army's largest weapon systems research, development, and sustainment organizations. It has over 7,000 government employees—a number that will increase in the near future with the relocation of TACOM LCMC personnel from Rock Island, Ill., to the Detroit Arsenal. In addition, the DoD has announced plans to hire more than 8,000 new employees per year from now until 2015. Members of the leadership of the acquisition organizations located at the Detroit Arsenal have given their full support to the Defense Acquisition University (DAU)/TACOM LCMC/Southeastern Michigan Educational Partnership initiative. The initiative will provide the community a pipeline of resources for the foreseeable future. The acquisition organizations located in Warren are TACOM LCMC; DCMA-Detroit; TACOM Contracting Center; Program Executive Office, Combat Support and Combat Service Support (PEO CS&CSS); Program Executive Office, Ground Combat Systems (PEO GCS); Program Executive Office, Integration (PEO I); and U.S. Army Tank-Automotive Research, Development and Engineering Center (TARDEC). They will offer Student Career Experience Program (SCEP) and internship opportunities to students in the initiative who complete coursework at any of the partnering universities in any one of the technical areas. Students will be eligible to apply for the SCEP program as juniors/seniors in college and then apply for jobs upon graduation.

Industry Involvement

Government contractors AM General, BAE Systems, and General Dynamics have joined forces with the TACOM LCMC community in this educational initiative. These companies see value in promoting and encouraging employee training in DoD acquisition courses, thereby providing a pipeline of trained resources for their defense business units. In addition, these industries will establish a CO-OP program, similar to the government's SCEP program, with the par-



The Defense Acquisition University (DAU), TACOM LCMC, and representatives of the Southeastern Michigan Educational Partnership sign a Memorandum of Understanding March 3, 2010, in Warren, Mich., at a ceremony formalizing their partnership. Standing: Debra S. Gomez, Senior Service College Fellowship Administrative Coordinator, Defense Acquisition University Midwest Region. Seated from left: Army Brig. Gen. David Ogg Jr., PEO GCS, signing for TACOM LCMC; then-DAU President Frank Anderson; Automation Alley Executive Director Ken Rogers; Michigan Procurement and Technical Assistance Center Director Jann Deane.

Photo courtesy DAU Midwest Region

ticipating colleges and universities to ensure they capture Michigan's best and brightest students. Students, displaced workers, and disabled veterans that complete the DAWIA courses may be hired with a higher salary than the average applicant walking in off the streets. Retired Army Brig. Gen. Donald F. Schenk, senior director, Program Planning, Control, and Analysis, Enterprise Strategy and Technology at General Dynamics, told the audience at the signing ceremony that he was extremely excited about the educational partnership for three reasons.

"First, because I am a proud graduate of the program management course from DAU, and that course helped make me successful as a program executive officer for TACOM LCMC. Second, because this initiative will allow General Dynamics to professionally educate and train our employees and to strategically plan for the future. Third, because the state of Michigan will greatly benefit by helping the displaced workers with an opportunity to seek employment with the Department of Defense. This is a great day!"

Automation Alley/Michigan Works!/PTAC of Michigan

The Automation Alley, Michigan Works!, and PTAC of Michigan will assist in publicity and promotion of the universities' and colleges' contracting; life cycle logistics; systems planning, research, development, and engineering; production, quality, and manufacturing; and business, cost estimating, and/or financial management curricula to encourage industry and displaced worker participation, thereby highlighting the benefits of this exceptional educational opportunity. In addition, Automation Alley, Michigan Works!, and PTAC of Michigan will address industry concerns applicable to the TACOM LCMC, TARDEC, DCMA Detroit, PEO CS&CSS, PEO GCS, PEO I, and TACOM Contracting Center concentration curriculum, should they arise.

Michigan PTAC helps smaller businesses with many aspects of obtaining information and securing government contracts. PTAC provides the link to tap into the smaller businesses in the state/region. Both Automation Alley and PTAC of Michigan will provide an opportunity for industry personnel to obtain certificates in either contracting; life cycle logistics; systems planning, research, development, and engineering; production, quality, and manufacturing; or business, cost estimating, and/or financial management. The Michigan Department of Labor is very interested in this program because it falls in line with their goals of "Michigan Works" and "No Worker Left Behind."

Frank Anderson, then- director, human capital initiatives, office of the under secretary of defense for acquisition, technology and logistics, signed the memorandum on behalf of DAU; and Army Brig. Gen. R. David Ogg Jr., PEO GCS, signed for the TACOM LCMC community. Leaders from the following Michigan organizations also signed the MOU: Baker College of Flint, Bellevue University, Central Michigan University, Cleary University, Davenport University, Macomb Community College, SAE International, University of Michigan-Dearborn, TACOM LCMC, TARDEC, PEO I, DCMA-Detroit, PEO CS&CSS, PEO GCS, TACOM Contracting Center, Automation Alley, PTAC of Michigan, Michigan Works!, General Dynamics, AM General, and BAE Systems.

Going forward, the universities and colleges have begun a series of EduFest functions. These free public educational events were designed to provide a view of local defense industry opportunities and the special learning programs for them. Representatives from the various schools were available as exhibitors and able to consult with attendees. The first event was held on July 28, 2010, at the University of Michigan, Dearborn. Events were also held on Aug. 19, 2010, at Cleary University, Livingston Campus; on Sept. 28, 2010, at Davenport University, Livonia Campus; and on Oct. 28,

2010, at the Davenport Warren Campus. Plans are under development to continue these EduFest events to keep the spirit of the Southeastern Michigan Educational Partnership as an ongoing and successful venture!

Gomez is the Senior Service College Fellowship Administrative Coordinator, Defense Acquisition University Midwest Region.

Full Operational Capability for Senior Service College Fellowship Program

Debbie Gomez

In the summer of 2006, Defense Acquisition University (DAU) South Region welcomed the inaugural class for the Senior Service College Fellowship (SSCF). Four years later, the program is running at full operational capability. The task was accomplished by a group of focused individuals and senior leadership who were dedicated to the development of future leaders within the acquisition field. Under the directives set forth by the Defense Acquisition Workforce Improvement Act, the development of senior civilian leadership was vital to the anticipated growth in the field of acquisition. Designed to align with and support the Department of Defense leader development competencies, the SSCF is endorsed by the under secretary of defense. It began as a pilot program for Department of Army civilians at the GS 14/15 (or equivalent) level located in the Huntsville, Ala., community. After graduation of the class of 2006, the pilot was approved by the assistant secretary of the Army for acquisition, logistics and technology as a formal program for civilian leadership training; and in 2007, the program was expanded to the Midwest Region at Warren, Mich. In 2009, the SSCF program expanded again to Aberdeen Proving Ground, Md.

When the SSCF program was first implemented at the DAU South Region, it was intended to develop the best civilian acquisition leadership possible. The course curriculum was developed to challenge the SSCF future leaders to fine-tune their leadership capabilities. DAU South Region Dean Jim McCullough sponsored the program's inception and development. His leadership continues to drive excellence in the program. Core areas of the SSCF program follow:

- Leadership training (multiple venues, including acquisition leadership classes, graduate leadership studies, ethics, and conflict management);
- PMT 401—a 10-week, case-based course in critical thinking and program management decision making;
- Mentoring—individually assigned mentors at Senior Executive Service and general officer levels;
- Research, education, methodology, analysis, and application—resulting in graduate-level papers relevant to DoD and the warfighter;

- National Speakers Program—over 40 executive senior leader guest speakers/instructors;
- Warfighter visits—face-to-face interaction with customers and end users (e.g., field visits to NTC [U.S. Army National Training Center, Fort Irwin, Calif.]; U.S. Central Command; Fort Campbell, Ky.; Fort Riley, Kan.; Langley Air Force Base (Raptor Squadron), Va.; *USS Theodore Roosevelt* aircraft carrier; and participation in warfighter exercises);
- Gettysburg Leadership Exercise—On-site battlefield simulation to understand commander's intent, situational awareness, tactical/strategic decision making, and application to 21st century acquisition issues; and
- National Security Capstone—for example, partnership with the Naval War College to provide understanding of national security development and processes for global decision making.

The SSCF future leaders' typical day includes class time and intensive reading assignments, as well as experiential learning opportunities intended to stimulate thought and critical thinking. Interaction with the SSCF Alumni Association provides current fellows support and guidance as they progress through the program. Partnerships established with Lawrence Technical University and Webster University allow the fellows to attain their degree through either traditional or Web-based distance learning during their 10-month fellowship.

Under the current director, Dr. David Newberry, the SSCF has incorporated many new tools and technologies that enhance the development experience. Primarily, the use of the telepresence video teleconferencing has allowed for the fellows to "attend" classes with cohort SSCF future leaders at other DAU locations, increasing their peer leadership development network and minimizing travel costs. The seamless interface allows the fellows to feel as if they are sitting across the room from their counterparts. Other leadership development experiences include time spent with APEX Performance, Inc., instructors—a Charlotte, N.C.-based company that works with top executives. The APEX experience helps the fellows develop peak leadership in the acquisition environment by effectively mastering the concepts of performance modeling, goal setting, adaptive thinking, stress and energy management, attention control, and imagery. These concepts are new to many of the fellows and allow them to discover their own abilities and new ways to improve their performance.

The SSCF program has already validated its success in the short amount of time that it has existed. Three separate DAU locations offer a standard SSCF program with regional

options: DAU South, DAU Midwest, and DAU Capital and Northeast. Using DAU SSCF regionalized programs, thereby eliminating long-term temporary duty assignment costs, taxpayers realized an annual cost savings of over \$1 million. This year, over 90 fellows will have graduated from the program. The vast majority of SSCF graduates have been placed in either board select or other program-level leadership positions. In addition, over half of the class of 2009-2010 completed master's degrees as part of the program. Based on customer and senior leader feedback, the SSCF has achieved a solid, increasingly recognized level of enduring success.

"I'd love to see you take more of our people because I really believe the product you produce [future acquisition senior leaders] is so vastly improved from when they walked through the door," said the commanding general, Army Aviation and Missile Life Cycle Management Command.

A brigadier general, program executive office, missiles and space, said, "The program's designed to grow future leaders and broaden the experience base, and this course represents an excellent transition point for that to occur."

The primary mission for the DAU SSCF is to create skilled, senior-level civilian leadership with training equivalent to that of their military counterparts, and prepare them for increased levels of leadership responsibilities. By achieving their PMT 401 program manager's certification and meeting the other SSCF requirements, civilians chosen for the program are better prepared to lead and strategically guide at the highest levels in Army acquisition.

Gomez is the Senior Service College Fellowship administrative coordinator, Defense Acquisition University Midwest Region.

Six New Continuous Learning Modules Go Live

The Defense Acquisition University Continuous Learning Center has added six new continuous learning modules:

- CLE 065—Standardization Documents (<http://moduledevelopment.blogspot.com/2010/11/cle-065-standardization-documents-going.html>)
- CLB 011—Budget Policy (<http://moduledevelopment.blogspot.com/2010/11/clb-011-budget-policy-going-live.html>)
- CLB 010—Congressional Enactment (<http://moduledevelopment.blogspot.com/2010/11/clb-010.html>)
- CLB 009—Programming, Planning, Budgeting, and Execution (<http://moduledevelopment.blogspot.com/2010/11/clb-009.html>)
- CLB 008—Program Execution (<http://moduledevelopment.blogspot.com/2010/11/clb-008-going-live.html>)

- CLB 007—Cost Analysis (<http://moduledevelopment.blogspot.com/2010/11/clb-007-going-live.html>)

Defense Acquisition Workforce members must acquire 80 Continuous Learning Points (CLP) every 2 years from the date of entry into the acquisition workforce for as long as the member remains in an acquisition position per DoD Instruction 5000.66. Members are encouraged to set a goal of achieving 40 CLPs within any 12-month period. Continuous learning modules represent merely one means of attaining CLPs. Read about other courses and activities by which credit may be attained at www.dau.mil/clc/default.aspx.

Social Media Expands Reach

After going live less than 2 months ago, the Defense Acquisition University's official Facebook page has more than 250 active followers. Despite these growing numbers, privacy and safety are concerns that make social media appear unattractive to many individuals in DoD. However, the Defense Department and Services are active participants in social media, and consider them a critical element for the organizations.

Earlier this year, Deputy Defense Secretary William Lynn visited Facebook's headquarters in California. At that meeting, Lynn told the American Forces Press Service that the Defense Department depends on social media for several reasons, including communicating policies and news to diverse and growing audiences, keeping families connected, and recruiting young people. "That's the demographic we're trying to reach," Lynn said, "and we would be depriving ourselves of the best and the brightest if we didn't use social media."

With more than 500 million users of Facebook throughout the world, this popular tool is another way the university can share its mission and activities. While DAU doesn't expect to acquire that many followers, social media keeps the lines of communication open for comments and questions with those who participate.

DAU's social media plans initially stemmed from the release of the Deputy Secretary of Defense's Directive-Type Memorandum (DTM) 09-026, Responsible Use of Internet-based Capabilities, dated Feb. 25, 2010. This DTM establishes DoD policy focused on responsible and effective use of Internet-based capabilities, including social media. The policy recognizes that these capabilities are integral to operations across DoD, and to be a responsible user, each organization needs to make sure it is properly portrayed.

Social media sites are set up in such a way that almost anyone can participate and create pages on others' behalf. It is

important for DAU to represent itself with one official presence that has the support of leadership and the inside track on key information. By creating an official Facebook page, DAU also joins the larger DoD social media community and extends its potential reach. DAU's Facebook page is now registered with the DoD Social Media Hub, which collects and organizes all Service and field activities' social media sites and resources.

Social networking possesses several benefits for DAU employees as well. Facebook members are currently able to quickly see what is going on at DAU, but more importantly, Facebook provides a means of two-way communication. This allows DAU to see what is on the minds of our customers and provide feedback directly back to them. At the same time, remember that even when posting to Facebook, employees are representatives of the university. Please take time to read the social media guidelines on the DAUNet. DAU is home to many early adapters who currently use Facebook to socialize and view the latest news every day. Still, many people are concerned with security and personal information being shared on these sites. The easiest way to secure information is to not share it, but social media works best when users are open and honest. This builds credibility and creates a more social site.

While openness (within reason) is the best policy, Facebook provides a means to protect your privacy. The website allows users to customize settings for each individual aspect of data to the level of privacy desired. Facebook allows you to fine-tune your privacy, but the best approach is common sense. If you don't feel comfortable with the information that is being shared, remove it. If you are still concerned or have specific questions, send a note to www.social.media@dau.mil.

Brandon Hall Research Excellence in Learning Award

The Defense Acquisition University and Novonics Corporation have been named joint recipients of a 2010 Brandon Hall Research Excellence in Learning Award in the Best Use of Virtual Worlds for Learning. This category is for written descriptions of a workplace learning program that includes the use of a virtual world for learning. DAU and Novonics were selected for the award for the Intact Team Training Simulation, part of the Conclave project. These awards recognize the best in innovative learning content, technology, and initiatives in workplace learning. The award was presented on Nov. 4, 2010, at the awards ceremony in San Francisco, Calif. Alvin Lee of the Defense Acquisition University Capital and Northeast Region is the Conclave lead.