

Defense Acquisition

DAU
University



Learn. Perform. Succeed.

2007
Annual Report



DAU Mission

Provide practitioner training, career management, and services to enable the acquisition, technology, and logistics (AT&L) community to make smart business decisions and deliver timely and affordable capabilities to the warfighter

At DAU, we

- Train the AT&L team through certification and assignment-specific courses
- Promote career-long learning through our Continuous Learning Center
- Offer on-the-job support to the AT&L team through consulting, rapid deployment training, and targeted training
- Facilitate knowledge sharing through online resources and communities of practice

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Letter from the President

John Young, the Under Secretary of Defense for Acquisition, Technology and Logistics, has said, “The AT&L team must continue the legacy we have inherited—a legacy of providing unmatched weapons technology that has assured the security and freedom of our nation. The talent and motivation of the people on the team will be the key to our success.”

The DAU team has done a remarkable job helping the overall AT&L team to be successful on the job. Through collaboration and innovation, we have worked tirelessly to provide a wide-range of learning assets to meet their needs and help them develop and deliver better solutions for the warfighter. In FY07, we:

- Delivered 6.3 million learning hours
- Provided 4.4 million hours of classroom and online training
- Increased the offerings of continuous learning modules by 50% to 235 modules, with 244,072 completions
- Provided 383 performance support efforts, totaling almost 400,000 hours—all working with our customers in their workplaces
- Provided on-demand access to information and connection with others in 15 Communities of Practice and 24 Special Interest Areas
- Re-engineered curricula in logistics, and test and evaluation
- Strengthened our partnership base with 129 Strategic Partnerships
- Graduated 123,791 students – more than ever before
- Continued our support to deployed acquisition personnel

At the same time, DAU was again ranked No.1 in Leadership Development (Government/Military) by Executive Excellence Publishing, won the Gold Award for Innovation at the 2007 CLO Learning in Practice awards, and received the *Computerworld* 21st Century Achievement Award as the top organization in the Education and Academia category. In our Human Capital initiatives role, we continued to lead efforts on acquisition workforce enterprise-wide issues; and in 2007, we provided Congress with the most complete review of the DoD acquisition structure ever conducted—a landmark achievement!

Our ability to continually increase the products and services we provide and develop new ways of accessing knowledge and skills on the job, while supporting high-interest DoD and Congressional projects, is a tribute to the breadth and depth of faculty and staff we have at DAU. It is through their outstanding efforts that we are able to prepare the AT&L team to win.

Frank J. Anderson Jr.



The AT&L Team

126,000
Strong



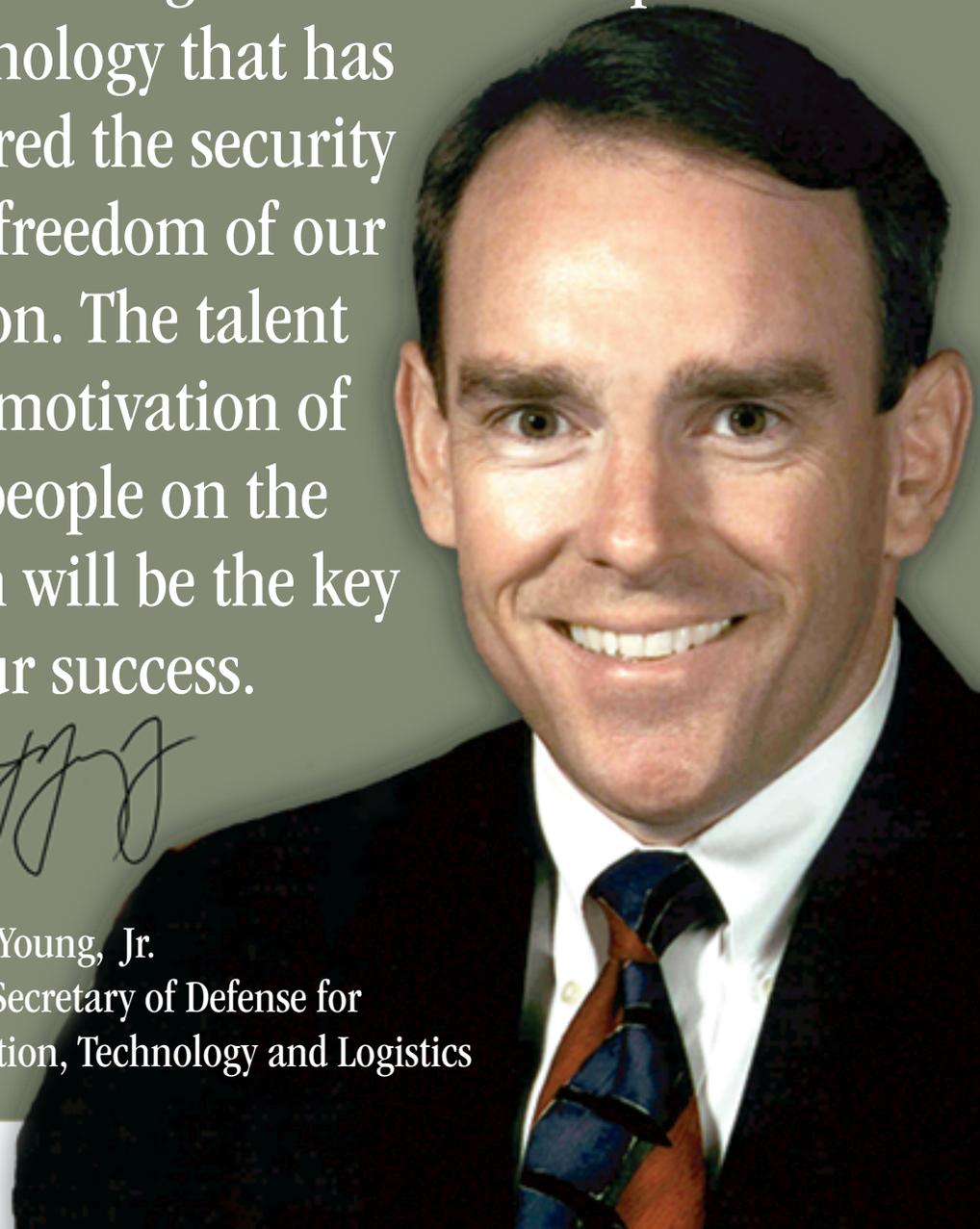
Worldwide

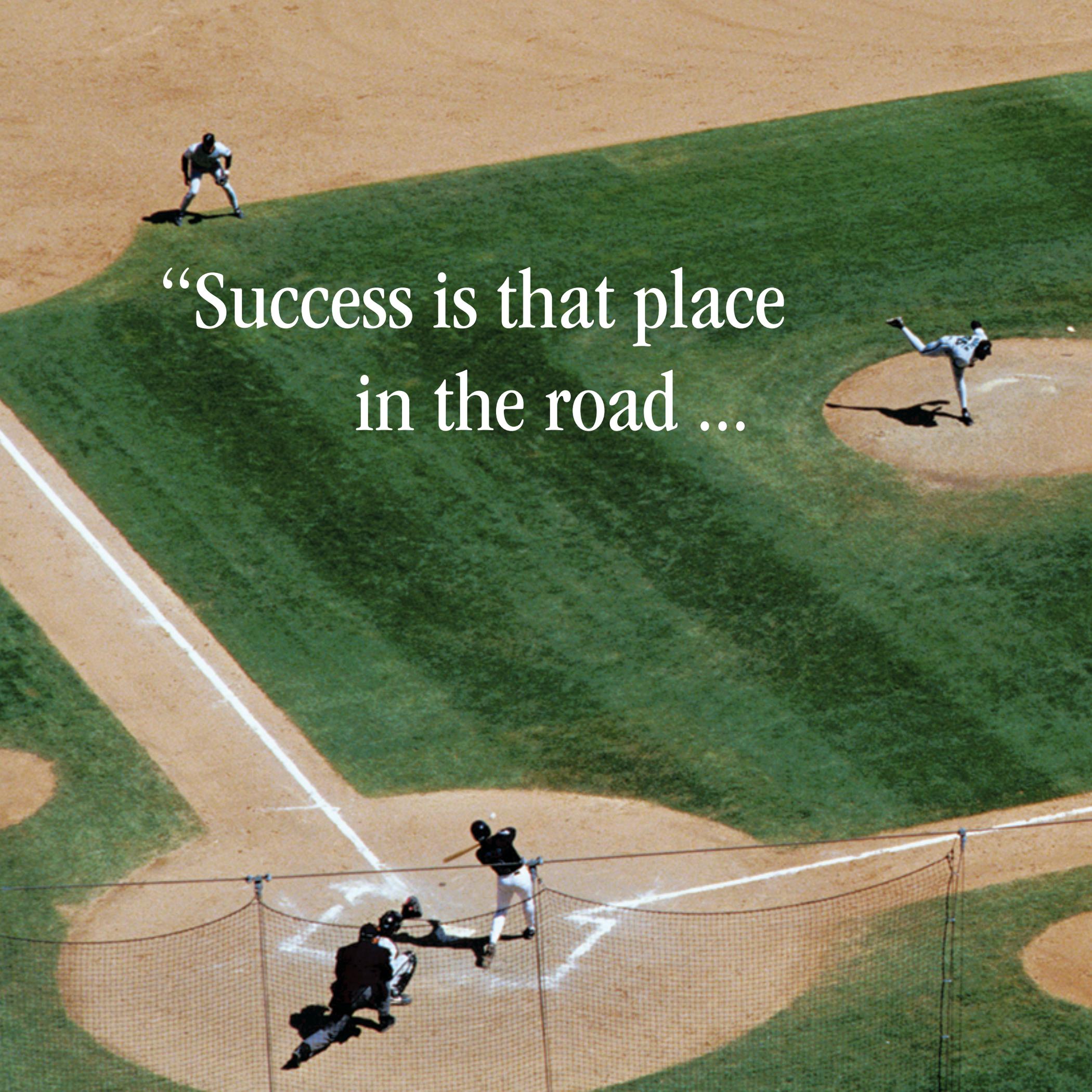
Learn. Perform. Succeed.



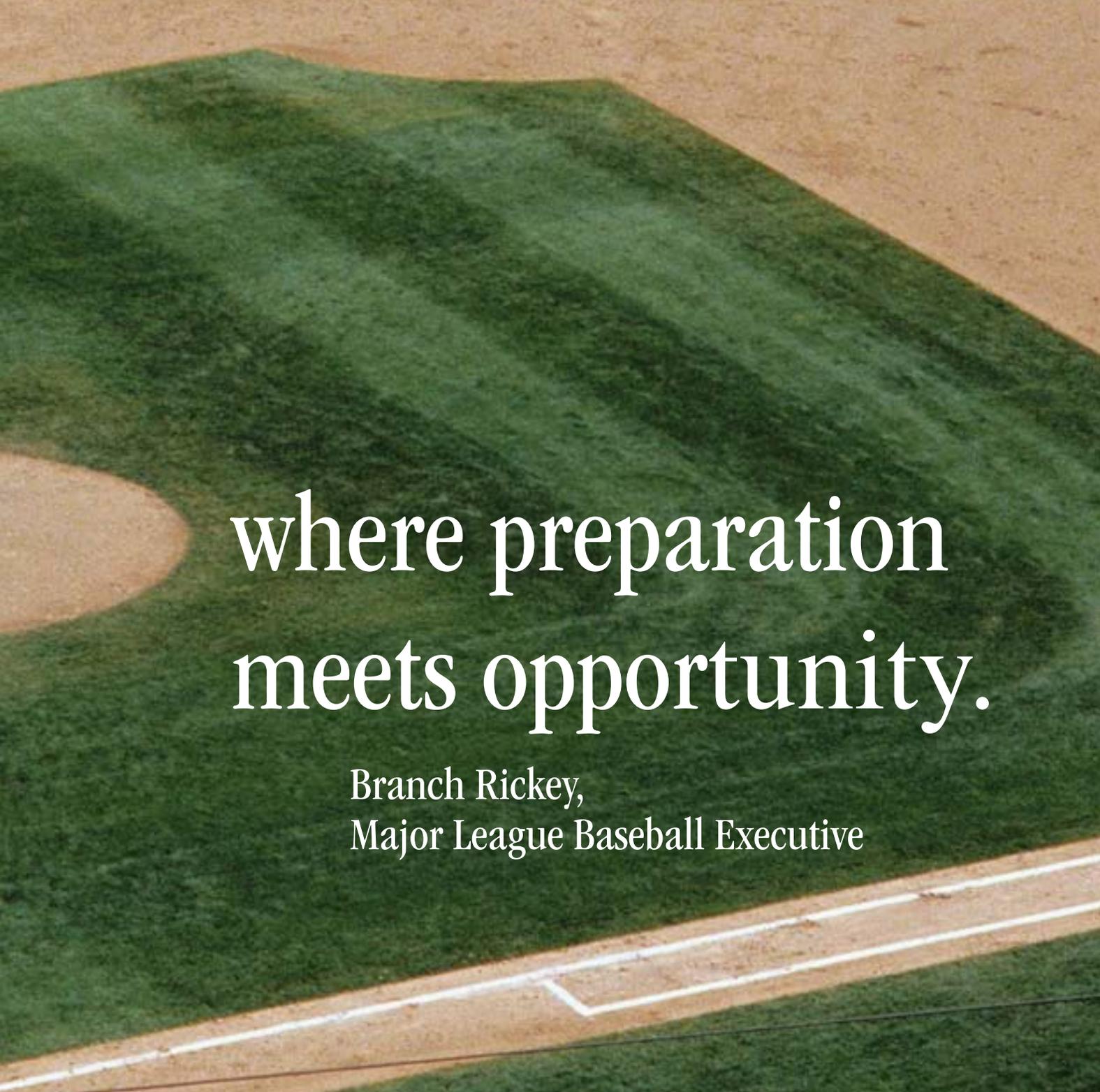
The AT&L team must continue the legacy we have inherited—a legacy of providing unmatched weapons technology that has assured the security and freedom of our nation. The talent and motivation of the people on the team will be the key to our success.

John J. Young, Jr.
Under Secretary of Defense for
Acquisition, Technology and Logistics





“Success is that place
in the road ...



where preparation
meets opportunity.

Branch Rickey,
Major League Baseball Executive



DAU facilitating the AT&L team's success

The AT&L Team —



Training

In the workplace, the team concept is playing an ever more important role. Individual contributors on today's acquisition, technology, and logistics (AT&L) team are valued not only for their high motivation, productivity, and passion for their work, but also for their ability to innovate and collaborate to develop and deliver better solutions to the warfighter. Defense Acquisition University's Performance Learning Model (PLM) gives the necessary framework and 24/7 support to the AT&L team. This framework includes training courses, continuous learning modules, performance support, and knowledge-sharing assets, all aimed at providing the AT&L team with the skills and tools they need to seamlessly support the warfighter.

Training

Training courses offered at DAU were established as a result of the Defense Acquisition Workforce Improvement Act (DAWIA), which identifies, by career field and certification level, the education, training and experience requirements for all AT&L workforce members. Through classroom and Web-based training courses, DAU is able to offer DAWIA certification courses and executive and international training.

In FY07, there were:

- 4,415,087 hours of training (1.5% increase over FY06)
- 123,791 graduates (9% increase over FY06)
- 90,600 online students (17% increase over FY06)
- 33,191 classroom graduates

Continuous Learning

Continuous Learning

The Continuous Learning Center (CLC) is dedicated to the online delivery of continuous learning modules supporting the AT&L community. These modules are available from work or home, 24 hours a day, seven days a week. By augmenting the education, training, and experience standards established for the AT&L workforce, DAU's CLC assists workforce members in meeting continuous learning requirements while improving job performance. In FY07, there were:

- 235 continuous learning modules available in the online DAU CLC (50% increase over FY06)
- 244,072 completions of continuous learning modules (47% increase over FY06)
- 837,086 contact hours (56% increase over FY06)



Learn. Perform. Succeed.

The PLM is a powerful learning strategy that provides the AT&L team with a variety of effective learning assets both in the classroom and online, accessible from work or home, wherever and whenever they need them.



Performance Support

Real-time acquisition support provided by DAU's seasoned faculty is designed to rapidly deliver program, technical, and business solutions to the AT&L workforce. DAU faculty augment formal training by assisting AT&L field organizations in improving their mission performance through on-site consulting, targeted training, and rapid deployment training. In FY07, there were:

- 383 consulting, targeted training, and rapid deployment events
- 389,416 consulting, targeted training, and rapid deployment contact hours

Performance Support

Knowledge Sharing

The AT&L Knowledge Sharing System (AKSS) is the online gateway for the AT&L community to find information and tools centered on acquisition policy and procedures. The Acquisition Community Connection (ACC), with its communities of practice and special interest areas, provides workforce members the means to easily share information with experts, peers, and industry counterparts.

In FY07, there were:

- 414,149 contact hours on AKSS (9% increase from FY06)
- 229,843 contact hours on ACC

Knowledge Sharing





Prepare to teach

Qualify to inform

Instruct Equip

Exercise

“A winning effort begins
with preparation.”

Joe Gibbs,
Pro Football Hall of Fame Coach

*The AT&L team's winning efforts
begin with their DAU preparation.*

Training



Every day, our faculty connects with members of the AT&L team in the classroom and online. Established by the Defense Acquisition Workforce Improvement Act (DAWIA), training courses support the learning objectives needed to support AT&L career field competencies. DAU provides a range of basic, intermediate, and advanced training. Our case-based instruction, emphasizing critical thinking, gives students opportunities to solve real-world problems, while minimizing scrap learning and repetitive course content. It boosts the development of a more rounded team player by connecting members not only to their career fields and level, but also to their particular job assignment needs. In FY07, we:

- Revised ACQ 201A and 201B – Intermediate Systems Acquisition
- Completed BCF 262 – Earned Value Management System (EVMS) Validation and Surveillance
- Developed IRM 304 – Advanced Information Systems Acquisition
- Revised Logistics career field curriculum
 - LOG 200 – Intermediate Acquisition Logistics, Part A
 - LOG 201 – Intermediate Acquisition Logistics, Part B
 - LOG 235 – Performance Based Logistics, Part A
- Developed TST 203 – Intermediate Test and Evaluation
- Completed T&E revisions
 - T&E 102 – Fundamentals of Test and Evaluation
 - T&E 302 – Advanced Test and Evaluation
- Conducted first offering of ACQ 450 – Leading in the Acquisition Environment and ACQ 452 – Forging Stakeholder Relationships



87 certification and assignment-specific courses

10 executive and international courses

1,624 course offerings

123,791 course completions

Training

Requirements Management Certification Training Program

Section 801, FY07 National Defense Authorization Act, required the USD(AT&L), in consultation with DAU, to develop a training program to certify DoD military and civilian personnel with the responsibility for generating requirements for Major Defense Acquisition Programs (MDAPs). DAU developed a three-phased methodology for deploying learning assets.

The first phase, completed in 2007, was the fielding of a continuous learning module titled “Capabilities Based Planning (CBP).” In FY07, over 1000 requirements professionals completed the course.



Phase 2 is the Core Requirements Management Certification training distance learning module which is projected to go online in FY08. The Basic and Core Requirements Management Certification training courses will be the foundation to meet the minimum statutory requirements.

Phase 3 will include the development of an advanced resident training course to be deployed in FY09. This training will target key positions within the requirements community.



Core Plus

The Core Plus construct, developed during 2007, represents an enhanced career field certification and development framework designed to guide the acquisition



professional to competency development beyond the minimum standards required for certification. Core Plus is best illustrated as three concentric circles.

Core Acquisition Certification represents the broad range of competencies that are common across the DoD AT&L workforce.

Core Functional Certification represents those core specialized competencies that relate to one or more acquisition career fields. The **Core Acquisition Certification** and **Core Functional Certification** competencies are required for career field certification.

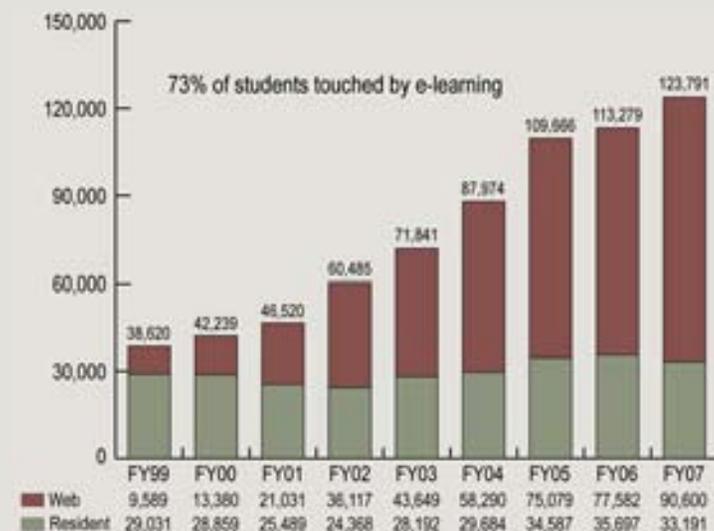
Core Plus represents additional training, education, and experience beyond that required for certification in support of specific types of job assignments in a particular acquisition career field.

There is a Core Certification and Core Plus Development Guide for each career field at each level—Level I (Entry), Level II (Intermediate), and Level III (Advanced).

Core Plus is a flexible, robust framework that is adaptable to the specific needs of the workforce and will result in:

- Minimal scrap learning, i.e., wasted or irrelevant course content
- Shorter functional courses required for certification
- An increase in modular course content
- An increase in courses targeted to workforce job assignments
- More flexibility, focus, and guidance in the construction of individual development plans

DAU Graduates
(Resident and Web-based)



Training Courses

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 401	Senior Acquisition Course
ACQ 403	Defense Acquisition Executive Overview Workshop
ACQ 404	Systems Acquisition Management Course for General/Flag Officers
ACQ 405	Executive Refresher Course
ACQ 450	Leading in the Acquisition Environment
ACQ 451	Integrated Acquisition for Decision Makers
ACQ 452	Forging Stakeholder Relationships

Business, Cost Estimating, and Financial Management

BCF 101	Fundamentals of Cost Analysis
BCF 102	Fundamentals of Earned Value Management*
BCF 103	Fundamentals of Business Financial Management*
BCF 203	Intermediate Earned Value Management
BCF 204	Intermediate Cost Analysis
BCF 205	Contractor Business Strategies
BCF 206	Cost Risk Analysis
BCF 207	Economic Analysis
BCF 208	Software Cost Estimating
BCF 209	Acquisition Reporting for Major Defense Acquisition Programs (MDAPs)
BCF 211	Acquisition Business Management
BCF 215	Operating and Support Cost Analysis
BCF 229	Acquisition Reporting for Major Automated Information Systems (MAISs)
BCF 262	EVMS Validation and Surveillance
BCF 301	Business, Cost Estimating, and Financial Management Workshop

Contracting

CON 100	Shaping Smart Business Arrangements
CON 110	Mission Support Planning*
CON 111	Mission Planning Execution*
CON 112	Mission Performance Assessment*
CON 120	Mission Focused Contracting
CON 214	Business Decisions for Contracting*
CON 215	Intermediate Contracting for Mission Support
CON 216	Legal Considerations in Contracting*
CON 217	Cost Analysis and Negotiation Techniques*
CON 218	Advanced Contracting for Mission Support
CON 232	Overhead Management of Defense Contracts
CON 234	Contingency Contracting
CON 235	Advanced Contract Pricing
CON 236	Contractual Aspects of Value Engineering
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 353	Advanced Business Solutions for Mission Support

Facilities Engineering

FE 201	Intermediate Facilities Engineering*
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Grants

GRT 201	Grants and Agreements Management
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Industrial/Contract Property Management

IND 100	Contract Property Administration and Disposition Fundamentals
IND 103	Contract Property Systems Analysis Fundamentals*
IND 200	Intermediate Contract Property Administration and Disposition

* Indicated course is Distance Learning. All other courses are Resident.

Information Systems Acquisition

- IRM 101 Basic Information Systems Acquisition*
- IRM 201 Intermediate Information Systems Acquisition
- IRM 304 Advanced Information Systems Acquisition

Law

- LAW 801 Acquisition Law

Logistics

- LOG 101 Acquisition Logistics Fundamentals*
- LOG 102 Systems Sustainment Management Fundamentals*
- LOG 201A Intermediate Acquisition Logistics, Part A*
- LOG 201B Intermediate Acquisition Logistics, Part B
- LOG 203 Reliability and Maintainability*
- LOG 204 Configuration Management*
- LOG 210 Supportability Manager Tools
- LOG 235A Performance Based Logistics, Part A*
- LOG 235B Performance Based Logistics, Part B
- LOG 304 Advanced Life Cycle Logistics Management

Program Management

- PMT 202 Multinational Program Management
- PMT 203 International Security and Technology Transfer/Control
- PMT 250 Program Management Tools*
- PMT 304 Advanced International Management Workshop
- PMT 352A Program Management Office Course, Part A*
- PMT 352B Program Management Office Course, Part B
- PMT 401 The Program Manager's Course
- PMT 402 Executive Program Manager's Course
- PMT 403 Program Manager's Skills

Production, Quality and Manufacturing

- PQM 101 Production, Quality and Manufacturing Fundamentals*
- PQM 103 Defense Specification Management

- PQM 104 Specification Selection and Application
- PQM 201A Intermediate Production, Quality and Manufacturing, Part A*
- PQM 201B Intermediate Production, Quality and Manufacturing, Part B
- PQM 202 Commercial and Nondevelopmental Item Acquisition Course for Engineering and Technical Personnel
- PQM 203 Preparation of Commercial Item Descriptions for Engineering and Technical Personnel*
- PQM 212 Market Research for Engineering and Technical Personnel
- PQM 301 Advanced Production, Quality and Manufacturing

Software Acquisition

- SAM 101 Basic Software Acquisition Management*
- SAM 201 Intermediate Software Acquisition Management
- SAM 301 Advanced Software Acquisition Management

Science and Technology (S&T) Managers

- STM 201 Intermediate S&T Management
- STM 302 Advanced S&T Management

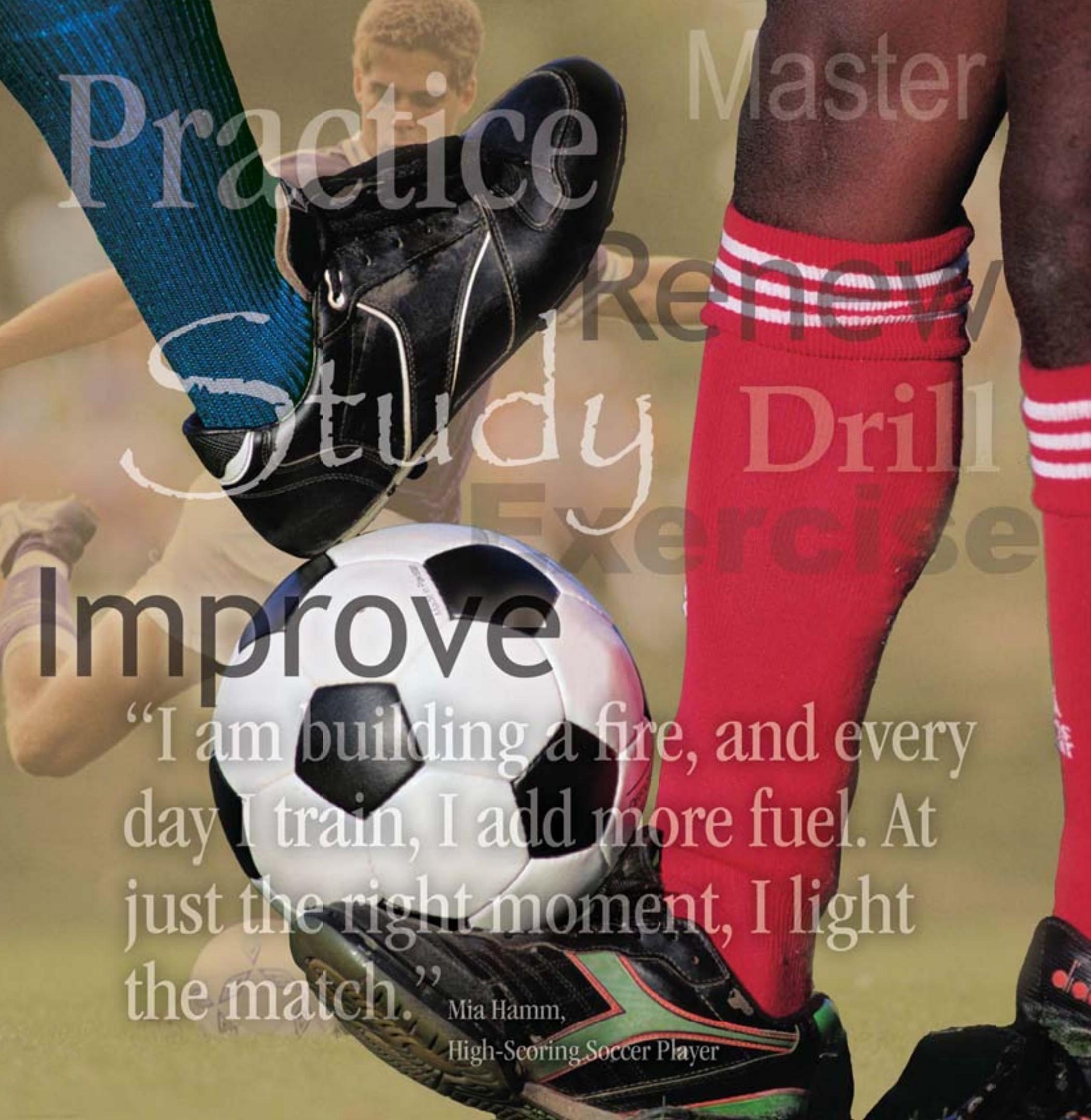
Systems Planning, Research, Development and Engineering (SPRDE)

- SYS 101 Fundamentals of Systems Planning, Research, Development and Engineering*
- 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 101 Introduction to Acquisition Workforce Test and Evaluation*
- TST 202 Intermediate Test and Evaluation
- TST 301 Advanced Test and Evaluation

* Indicated course is Distance Learning. All other courses are Resident.



Practice

Master

Study

Renew

Drill

Exercise

Improve

“I am building a fire, and every day I train, I add more fuel. At just the right moment, I light the match.”

Mia Hamm,
High-Scoring Soccer Player

*At DAU's CL Center, the AT&L team
can train every day.*

Continuous Learning



DAU's Continuous Learning Center (CLC) gives AT&L team members the power to shape their own learning. It provides a gateway to world-class continuous learning modules covering a wide range of topic areas. Twenty-four-hour Web access gives AT&L team members the flexibility they need to refresh skills and understand current policies and initiatives that are affecting them on the job, while meeting their continuous learning requirements and achieving their training goals quickly and conveniently. In FY07, we:

- Provided the workforce with access to additional Harvard Business School Publishing ManageMentor® modules
- Added 78 new modules, including:
 - Software Cost Estimating
 - Contract Format and Structures for the DoD e-Business Environment
 - Modular Open System Approach to DoD Acquisition
 - Introduction to Defense Distribution
 - Corrosion Prevention and Control Overview
 - Thinking Strategically
 - Business Case Development
 - Time and Material Contracts
 - 2 Standard Procurement System Modules

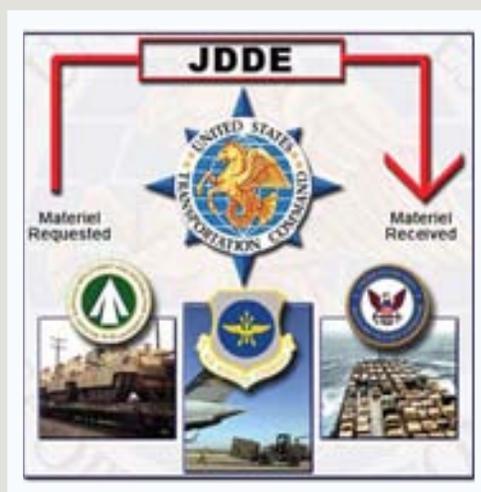


235 modules available
78 new modules added
244,072 completions
837,086 content hours
delivered

Continuous Learning

Introduction to Defense Distribution

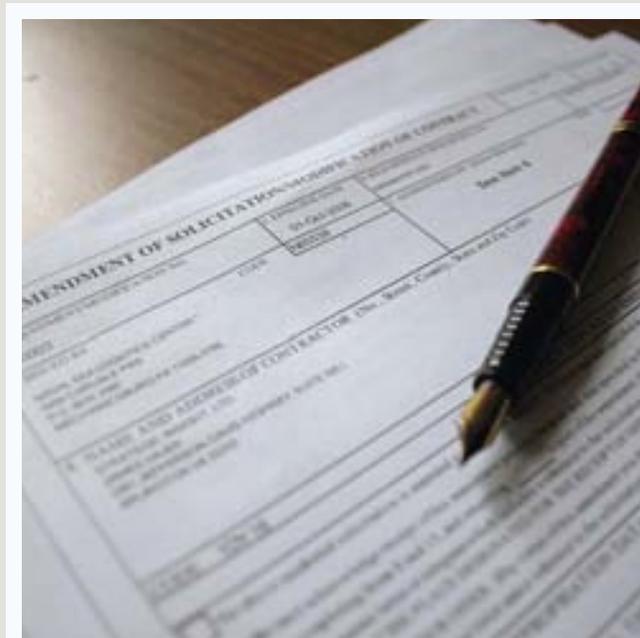
The Introduction to Defense Distribution module provides a brief overview of the vision, mission, and components of U.S. Transportation Command (USTRANSCOM); assignments of the DoD Distribution Process Owners, key players in the Joint Development and Distribution Enterprise (JDDE) and their roles and



responsibilities; different types of planning processes and tools; and supply, transportation, and joint theater logistics processes and systems within JDDE.

Contract Format and Structure for the DoD e-Business Environment

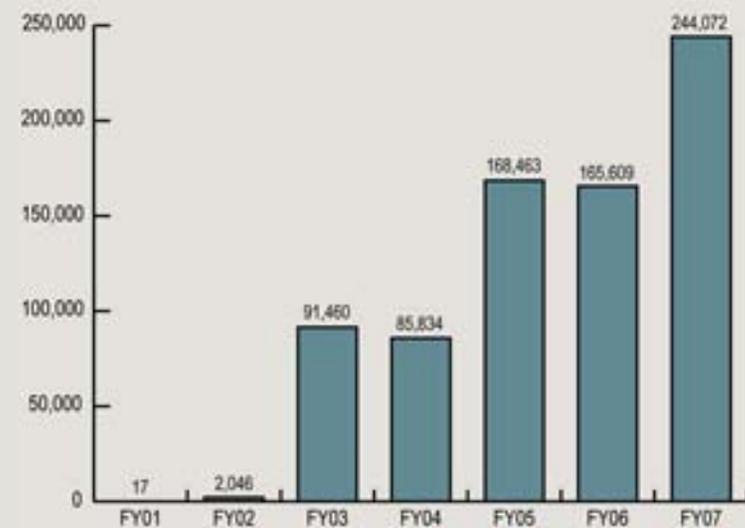
Effective structuring of contracts is more important than ever. This continuous learning module enables students to identify the problems associated with poor contract structure, select important considerations associated with different sections of the Uniform Contract Format, differentiate among special contract structures, and identify elements of effective contract line-item structure.



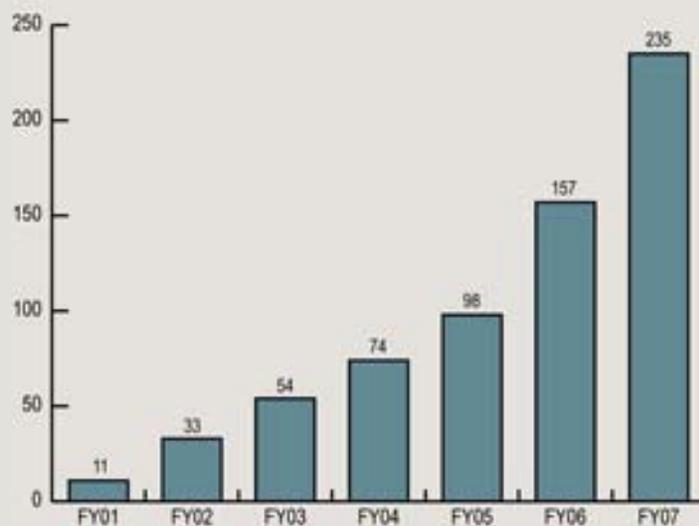
Contingency Contracting Simulation: Barda Bridge

This “create your own ending” module begins in the pre-deployment phase at the home station. Situations requiring effective contingency contracting officer (CCO) skills and competencies are presented with decision points. Each decision will be played out with corresponding results. After pre-deployment, the CCO moves into initial deployment in the warfighting zone. The simulation continues through the build-up phase, culminating in a final major project theme as a critical decision among all other CCO issues.

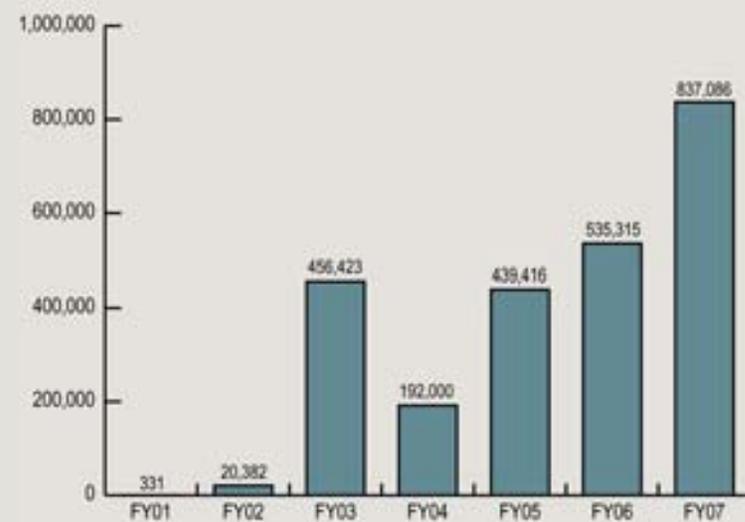
Continuous Learning Modules Completed



Continuous Learning Modules Offered



Continuous Learning Contact Hours



Continuous Learning Modules

Business Modules

CLB 001	Business Management Modernization Program
CLB 007	Cost Analysis
CLB 008	Program Execution
CLB 009	Planning, Programming, Budgeting and Execution (PPBE) and Budget Exhibits
CLB 010	Congressional Enactment
CLB 011	Budget Policy
CLB 012	Cost as an Independent Variable
CLB 014	Acquisition Reporting Concepts and Policy Requirements for APB, DAES, and SAR
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

Contracting Modules

CLC 001	Defense Subcontract Management
CLC 003	Sealed Bidding
CLC 004	Market Research
CLC 005	Simplified Acquisition Procedures Overview
CLC 006	Contract Terminations
CLC 007	Contract Source Selection
CLC 008	Indirect Costs
CLC 009	Service-Disabled Veteran-Owned Small Business Program
CLC 010	Proper Use of Non-DoD Contracts
CLC 011	Contracting for the Rest of Us
CLC 012	Contracting Officers Representative (COR) Overview
CLC 013	Performance Based Services Acquisition
CLC 014	Acquisition of Services
CLC 015	Commercial Acquisition
CLC 016	Implementing Price-Based Acquisition
CLC 017	Section 803 Competition Requirements
CLC 018	Contractual Incentives
CLC 019	Leveraging DCMA for Program Success

CLC 020	Commercial Item Determination
CLC 022	Profit Policy Revisions
CLC 023	Commercial Item Determination: Executive Overview
CLC 024	Basic Math Tutorial
CLC 026	Performance Based Payments Overview
CLC 027	Buy American Act
CLC 028	Past Performance Information
CLC 031	Reverse Auctioning
CLC 033	Contract Format and Structure for the DoD e-Business Environment
CLC 034	Provisional Award Fee
CLC 035	Other Transactions Authority (OTA) for Prototype Projects: Comprehensive Coverage
CLC 036	Other Transactions Authority for Prototype Projects Overview
CLC 037	A-76 Competitive Sourcing Overview
CLC 040	Predictive Analysis and Scheduling
CLC 041	Predictive Analysis and Systems Engineering
CLC 042	Predictive Analysis and Quality Assurance
CLC 050	Contracting with Canada
CLC 060	Time and Materials Contracts
CLC 102	Administration of Other Transactions
CLC 103	Facilities Capital Cost of Money
CLC 104	Analyzing Profit or Fee
CLC 105	DCMA Intern Training
CLC 106	Contracting Officers 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 (PGI)
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

Engineering & 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
CLE 008	Six Sigma: Concepts and Process
CLE 009	System Safety for Systems Engineering
CLE 010	Privacy Protection
CLE 011	Modeling and Simulation in Systems Engineering
CLE 012	Naval Open Architecture
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 020	Enterprise Architecture
CLE 021	Technology Readiness Assessment
CLE 022	Program Manager Introduction to Anti-Tamper
CLE 023	Modeling & Simulation for Test & Evaluation
CLE 025	Information Assurance for Acquisition Professionals
CLE 026	Trade Studies
CLE 035	DTEPI (Defense Test and Evaluation Professional Institute) Introduction to Probability and Statistics
CLE 037	Physical Inventories
CLE 201	ISO 9000:2000
CLE 301	Reliability and Maintainability

Government Purchase Card Modules

CLG 001	DoD Government Purchase Card Tutorial
CLG 003	Defense Threat Reduction Agency (DTRA) Government Purchase Card
CLG 004	DoD Government Purchase Card Refresher Training

International 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 for RDT&E
CLI 005	Information Exchange Program (IEP), Army Specific RDT&E
CLI 006	Information Exchange Program (IEP), Navy Specific RDT&E

Logistics Modules

CLL 002	Defense Logistics Agency Support to the Program Manager
CLL 006	Depot Maintenance Partnering
CLL 008	Designing for Supportability in DoD Systems
CLL 009	Force Centric Logistics Enterprise (FLE)
CLL 011	Performance Based Logistics
CLL 014	Joint Systems Integrated Support Strategies (JSISS)
CLL 015	Business Case Analysis
CLL 016	Joint Logistics
CLL 017	Introduction to Defense Distribution
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 Interservice Support Agreements (DMISA)
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

Continuous Learning Modules

Acquisition Management & Program Management Modules

CLM 003	Ethics Training for AT&L
CLM 012	Scheduling
CLM 013	Work Breakdown Structure (WBS)
CLM 014	IPT Management and Leadership
CLM 016	Cost Estimating
CLM 017	Risk Management
CLM 021	Introduction to Reducing Total Ownership Costs (R-TOC)
CLM 022	Introduction to Interoperability
CLM 023	Javits-Wagner-O'Day (JWOD) Tutorial
CLM 024	Contracting Overview
CLM 025	Commercial Off-the-Shelf (COTS) Acquisition for Program Managers
CLM 028	Space Acquisition
CLM 029	Net-Ready Key Performance Parameter (NR-KPP)
CLM 030	Common Supplier Engagement
CLM 031	Improved Statement of Work
CLM 032	Evolutionary Acquisition
CLM 033	DAWIA II
CLM 034	Science & Technology – Lesson from PMT 352A
CLM 035	Environment, Safety, and Occupational Health – Lesson from PMT 352A
CLM 036	Fundamentals of Technology Transfer and Export Control
CLM 037	Physical Inventories
CLM 038	Corrosion Prevention and Control Overview
CLM 040	Proper Financial Accounting Treatments for Military Equipment
CLM 041	Capabilities-Based Planning
CLM 101	Analysis of Alternatives (AOA) – USAF Process
CLM 103	Quality Assurance Auditing
CLM 110	Information Assurance
CLM 200	Item Unique Identification (IUID)
CLM 500	ADL Implementation for Defense Acquisition Professionals

Federal Acquisition Institute (FAI) Modules

FAC 014	Time and Materials Contracts
FAC 030	A-76 Post-Competition Accountability Training

Standard Procurement System (SPS) Modules

SPS 100	SPS FPDS-NG System Administrator
SPS 101	SPS FPDS-NG User

Harvard Business School Publishing ManageMentor® CL Modules

Business Essentials Modules

HBS 104	Leading and Motivating
HBS 105	Making Business Decisions
HBS 106	Budgeting
HBS 107	Capitalizing on Change
HBS 108	Finance Essentials
HBS 109	Focusing on Your Customer
HBS 110	Implementing Innovation
HBS 111	Implementing Strategy
HBS 112	Managing Crises
HBS 113	Managing for Creativity and Innovation
HBS 114	Preparing a Business Plan
HBS 115	Marketing Essentials
HBS 116	Project Management
HBS 117	Solving Business Problems
HBS 138	Thinking Strategically
HBS 139	Creating a Business Case
HBS 140	Measuring Business Performance
HBS 201	Budgeting
HBS 202	Business Case Development
HBS 203	Business Plan Development
HBS 204	Customer Focus
HBS 205	Decision Making
HBS 207	Finance Essentials
HBS 209	Marketing Essentials
HBS 210	Process Improvement
HBS 211	Project Management
HBS 213	Change Management
HBS 214	Crisis Management
HBS 216	Innovation Implementation
HBS 218	Strategy Execution
HBS 221	Negotiating
HBS 225	Performance Measurement
HBS 226	Innovation and Creativity
HBS 227	Strategic Thinking
HBS 228	Leading and Motivating

Communication Skills Modules

HBS 118	Making a Presentation
HBS 119	Negotiating
HBS 120	Persuading Others
HBS 121	Running a Meeting
HBS 122	Writing for Business
HBS 222	Persuading Others
HBS 223	Presentation Skills
HBS 224	Writing Skills

Personal Development Modules

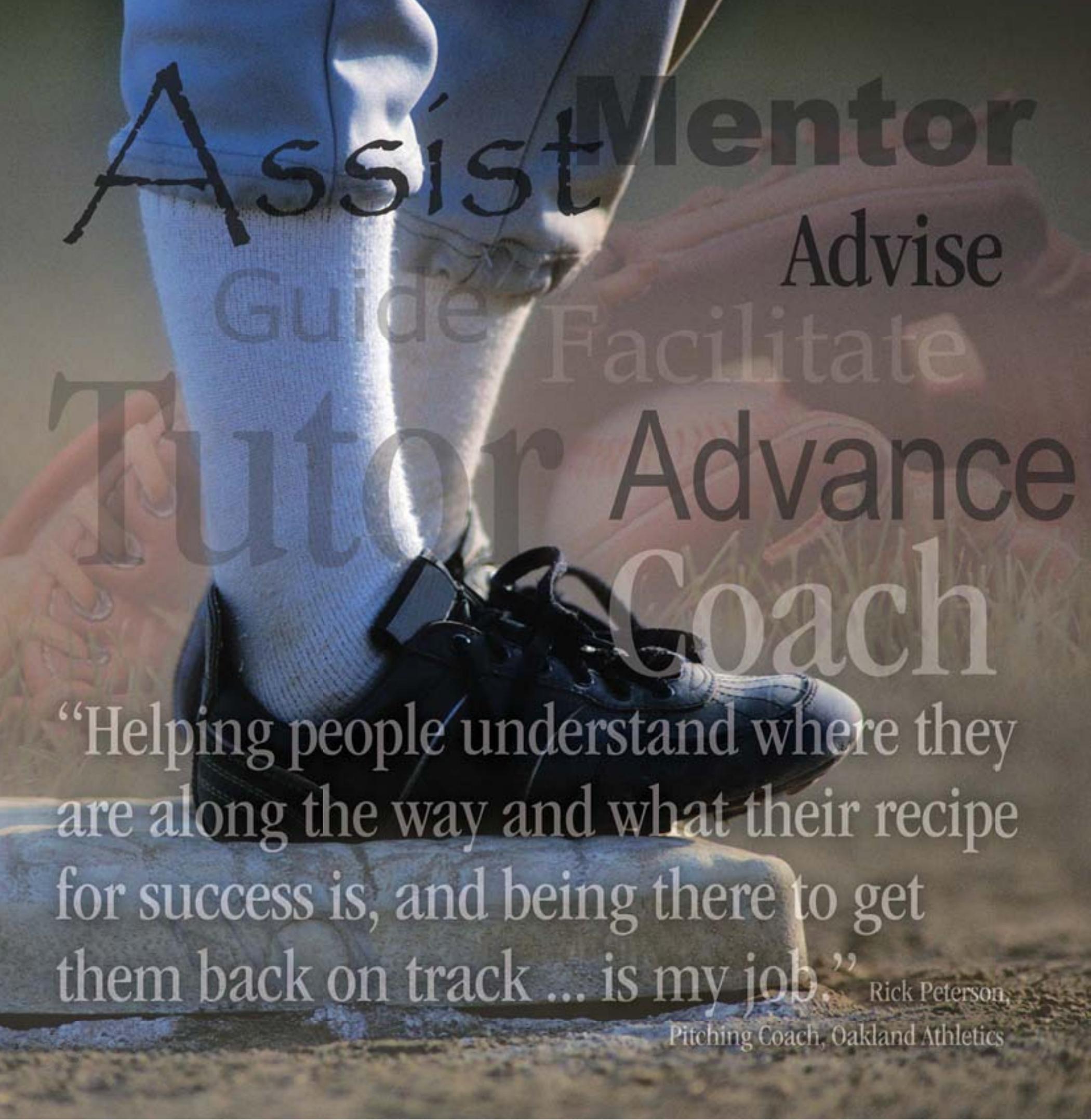
HBS 101	Becoming a Manager
HBS 123	Managing Workplace Stress
HBS 124	Managing Your Career
HBS 125	Managing Your Time
HBS 212	Time Management
HBS 236	Career Management
HBS 237	New Manager Transitions
HBS 238	Stress Management

Working with Teams Modules

HBS 102	Keeping Teams on Target
HBS 103	Leading a Team
HBS 126	Working with a Virtual Team
HBS 220	Meeting Management
HBS 229	Team Leadership
HBS 239	Team Management
HBS 240	Virtual Teams

Working with Individuals Modules

HBS 127	Assessing Performance
HBS 128	Coaching
HBS 129	Delegating
HBS 130	Dismissing an Employee
HBS 131	Giving and Receiving Feedback
HBS 132	Hiring
HBS 133	Laying Off Employees
HBS 134	Managing Difficult Interactions
HBS 135	Managing Upward
HBS 136	Retaining Valued Employees
HBS 137	Setting Goals
HBS 141	Developing Employees
HBS 206	Diversity
HBS 208	Managing Upward
HBS 215	Dismissing an Employee
HBS 217	Laying Off Employees
HBS 219	Difficult Interactions
HBS 230	Coaching
HBS 231	Delegating
HBS 232	Developing Employees
HBS 233	Feedback Essentials
HBS 234	Goal Setting
HBS 235	Performance Appraisal
HBS 241	Hiring
HBS 242	Retaining Employees



Assistant Mentor

Advise

Guide

Facilitate

Tutor

Advance

Coach

“Helping people understand where they are along the way and what their recipe for success is, and being there to get them back on track ... is my job.”

Rick Peterson

Pitching Coach, Oakland Athletics

DAU's faculty helps the AT&L team understand & solve acquisition issues.

Performance Support



The DAU faculty provides personal expertise and focused learning assets to stakeholders and field organizations through Performance Support. DAU faculty from all disciplines, team with government acquisition organizations on short- and long-term basis to innovatively resolve program, technical, and business issues. Performance Support may include consulting, targeted training, group facilitation, and rapid deployment training. In FY07, DAU faculty:

- Hosted an Acquisition Strategy workshop for the U.S. Navy Sea Warrior Program
- Provided Program Start-up Workshops (CH-53K Heavy Lift Helicopter, Global Command and Control System, AH 64 Apache Block III)
- Facilitated Department of Homeland Security Leadership Conference
- Presented financial management training for House Armed Services Committee (HASC) staffers
- Established another site for the Senior Service College Fellowship program. Now hosted at Huntsville, AL; and Warren, MI



Consulting
145 consulting efforts
28,930 contact hours

Targeted Training
225 events
356,724 contact hours

RDT
13 events
3,762 contact hours

Performance Support

Afghanistan

For the third consecutive year, DAU sent representatives to Kabul to provide acquisition training. The specially designed course incorporates both universal principles of program/project management and contracting-specific processes and procedures as outlined in the Afghanistan Constitution and Procurement Policy and Law. This was the first systems acquisition training by DAU to be expanded to have attendees from outside of the Afghan National Army (ANA) Acquisition Agency. Representatives from the Ministry of Interior, ANA G-4, ANA IG, and Regional Contracting offices participated in an integrated product team environment.



Lean Six Sigma

Continuous Process Improvement (CPI) has proven to be an important tool for improving the operating effectiveness of the DoD.

Deputy Secretary of Defense Gordon England expects every DoD organization to focus every day on improving the effectiveness of our support to the warfighter. Because of this, he made



Lean Six Sigma (LSS) a priority. In response, DAU stood up a Lean Six Sigma Learning Center of Excellence (LCOE) to help with the transition. The LCOE represented DAU at both the DoD CPI Senior Steering Committee and AT&L LSS Leadership Deployment team, helping to shape policy and deployment across DoD. The LCOE, with the assistance of faculty, provided introductory, senior leadership, and certification training to numerous agencies and service organizations. Working in partnership with the OSD CPI/LSS Program Office, DAU hosted LSS Green Belt and Black Belt training throughout the year, facilitating the deployment throughout OSD. Embracing LSS, DAU began internal deployment of the initiative and immediately saw the power of its application to improve processes.

Kuwait Boot Camp

DAU faculty conducted Contracting Officer Representative (COR), Simplified Acquisition Procedures, and Source Selection training for nearly 50 personnel serving in Kuwait. The training was



provided at the request of the Army Materiel Command. All of the courses were well attended, and both the Deputy Commander and the Commander, 54th Signal Battalion attended all three days of the COR course.

Integrated Deepwater System

At the request of the United States Coast Guard (USCG), DAU completed a “Quick Look” study for the PEO, Integrated Deepwater System. The report assessed the status of program execution, the System of Systems acquisition strategy, contract structure and management, and the competency and experience of Deepwater acquisition personnel. It also included acknowledgement of significant actions that have been directed by the Commandant, USCG, to re-engineer USCG acquisition organization, processes, and workforce management. Many of the initiatives in the Commandant’s “Blueprint for Acquisition Reform” were influenced by recommendations contained in the DAU report.

Joint Rapid Acquisition Workshop

One of the biggest challenges of the Global War on Terrorism is the speedy acquisition and fielding of urgently needed systems to the warfighter. Improving the timeliness and effectiveness of addressing these needs was the focus of the Joint Rapid Acquisition Workshop. DAU facilitators played a major role in assuring the success of this workshop. Hosted by the Joint Rapid Acquisition Cell (JRAC), the second annual Joint Rapid Acquisition Workshop was held in Tampa, Florida June 19-20, 2007. The workshop brought together representatives from the major commands and Joint Staff, with heavy participation by U.S. Central Command (USCENTCOM) and U.S. Southern Command (USSOCOM). Keynote speakers, including Ken Krieg, USD(AT&L) and VADM Steve Stanley, Director, J8, emphasized the importance and urgency of meeting

immediate warfighter needs.



Key Performance Support Efforts

Continuous Process Improvement Workshops

DAU developed and conducted a special Lean Six Sigma/Continuous Process Improvement Workshop for Acquisition Support Center (ASC) senior leadership. This workshop has also been presented to other groups from Air Force Materiel Command (AFMC) and Tank Automotive Armaments Life Cycle Command (TACOM LCMC), extending to a customized Green Belt workshop for U.S. Transportation Command's Joint Operations Strategic Airlift Center.

Contracting Modules Developed for Space and Missile Command

DAU developed and tailored contracting modules on contract types, contract incentives, and source selection, and presented the results to Space and Missile Command, Los Angeles, for their Acquisition Training Days event.

DAU Support for the Department of Homeland Security

DAU developed and delivered program management courses for Department of Homeland Security (DHS). The project included creating courses equivalent to the existing ACQ 101, ACQ 201A, ACQ 201B, PMT 250, and PMT 352 courses. A one-week technical project management principles and practices course, and a one-week course in acquisition and program management, were expressly tailored for portfolio managers and program managers in the DHS Science & Technology Directorate.

DAU Teams With the Marine Corps Combat Development Command (MCCDC)

The Marine Corps requirements personnel, mostly in non-acquisition billets, needed access to elements of acquisition education. DAU brought tailored acquisition training packages to the Marines in an on time/on target manner. The DAU-Marine Corps relationship will facilitate improving the requirements process for both immediate warfighting needs and longer-term capabilities.

Executive Office of the President

DAU provided contracting/acquisition consulting support to the Executive Office of the President, including recommendations on existing contracts with emphasis on policies and procedures; and on process flows in the areas of post-award contract administration, contract closeout, and general business processes. DAU also suggested changes to existing practices, policies, and procedures that would enable the Procurement Division to most effectively and efficiently handle an increasing workload.

PEO C4I & Space Assistant Program Manager (APM) Workshop

DAU conducted four PEO C4I & Space APM Workshops in 2007. These four-day workshops were intended to give APMs a breadth of knowledge of acquisition processes in general and those specific to the PEO and the Space and Naval Warfare Systems Command (SPAWAR).

PEO C4I & Space Open Architecture Course

DAU developed a 2-day Open Architecture Course to teach how to use the Open Architecture Assessment Tool developed by the Naval Open Architecture Enterprise Team. The Tactical Switching Case Study was the cornerstone of the course. This, along with another case study, showed how two separate Navy programs used open architecture principles and techniques to increase speed-to-capability to the warfighter, provide for innovation, reduce development time, and lower life cycle costs.

Performance Support Workshop

DAU developed a performance support workshop in response to a need articulated by the Defense Contract Management Agency (DCMA). This 1-day Cost Accounting Standards (CAS) and FAR Part 30 workshop was hosted at the Los Angeles site. The content of the workshop related to field pricing support.

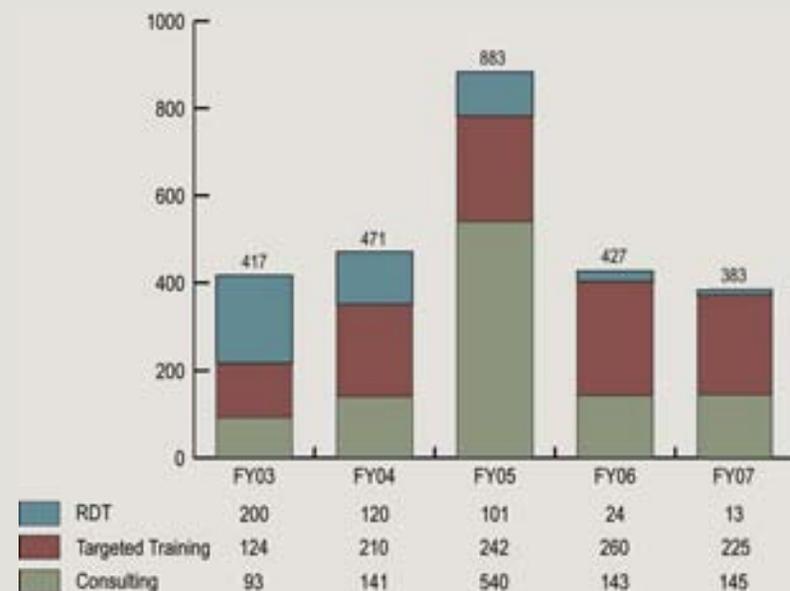
SPAWAR, PEO JTRS, and PEO C4I & Space Tailored Training

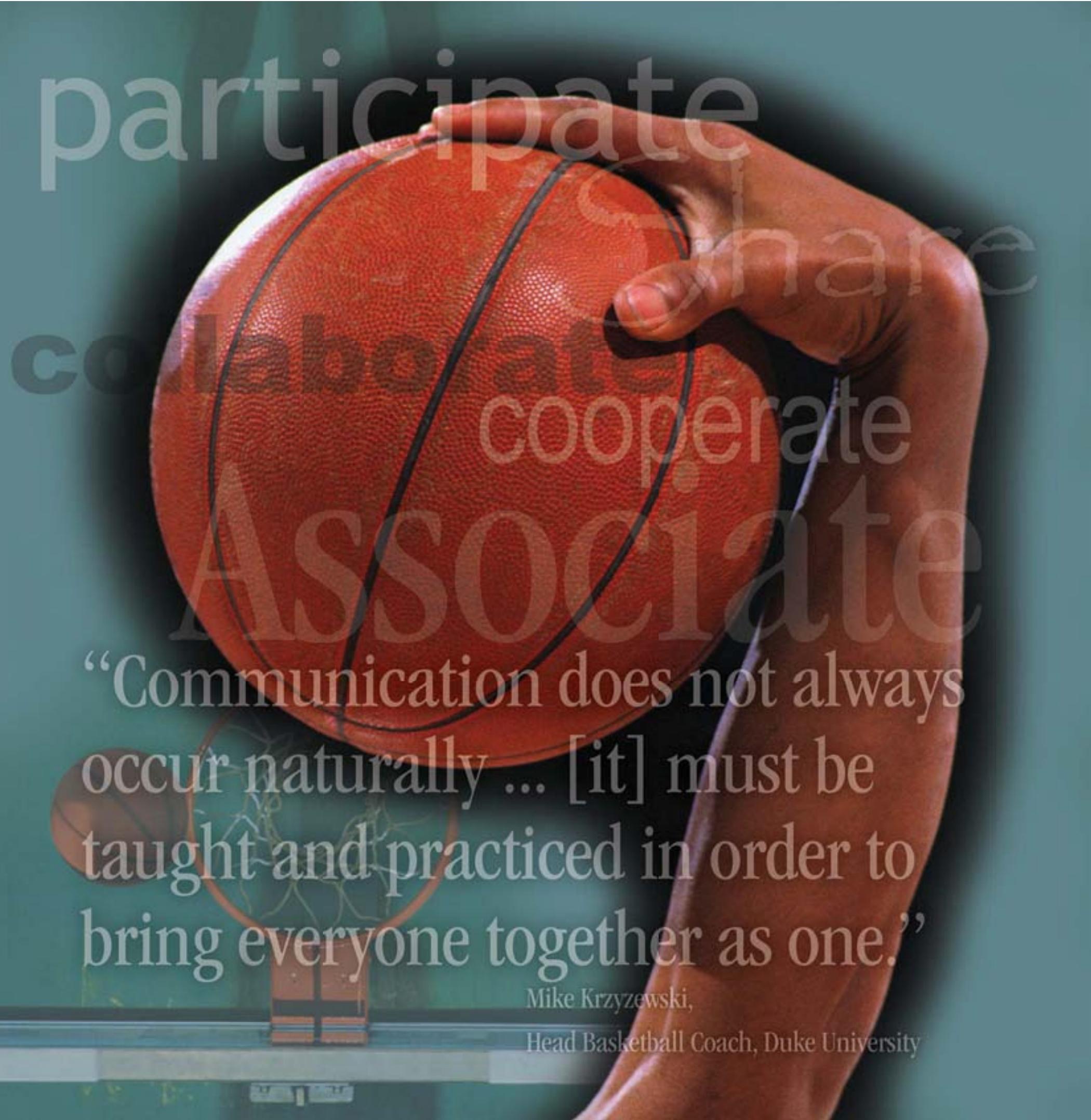
DAU conducted a combination Contracting Officer Representative (COR) and Performance Based Acquisition (PBA) training for SPAWAR, PEO Joint Tactical Radio System (JTRS) and PEO C4I & Space personnel. The training included general contracting officer duties and responsibilities, creating accurate government estimates by utilizing existing Web information, and describing what work actually needs to be performed.

Performance-Based Service Acquisition (PBSA) Training

DAU provided PBSA training to the following sites: Boulder, CO; Crane, IN; Anniston, AL; Picatinny, NJ; Rock Island, IL; Warren, MI; Watervliet, NY; Yuma, AZ; and Kansas City, MO.

Performance Support Efforts





participate

cooperate

Associate

“Communication does not always occur naturally ... [it] must be taught and practiced in order to bring everyone together as one.”

Mike Krzyzewski,
Head Basketball Coach, Duke University

DAU's knowledge sharing assets bring the AT&L team together as one.

Knowledge Sharing

At DAU, the knowledge sharing system brings the best of people and technology together. DAU's AT&L Knowledge Management System (AKMS) improves performance by increasing the effectiveness, efficiency, and innovation of the AT&L team. AKMS consists of the AT&L Knowledge Sharing System (AKSS), a central gateway for all of the AT&L resources and information; the Acquisition Community Connection (ACC), which serves as the collaborative arm with knowledge communities connecting people from DoD organizations, academia, and industry; and the David D. Acker Library. The sharing of resources and best practices has been going on for years in the classroom, but by leveraging technology, DAU is able to expand its reach beyond the traditional classroom. AKMS provides on-demand access to information from policy documents, lessons learned, acquisition studies, experts, and peers through a single online portal that is accessible 24 hours a day, 7 days a week. In FY07, we:

- Brought online a webcast/podcast library to disseminate information on the latest policies, procedures, and initiatives
- Established two new Communities of Practice
 - Continuous Process Improvement
 - Small Business
- Increased site visits to AKSS by 20% over FY06
- Increased membership in ACC by 65% over FY06



AKSS
31,156 weekly AKSS visits (average)
414,149 contact hours
50.4M page views

ACC
32,901 registered users
229,843 contact hours
51,121 knowledge contributions
41.6M page views

Knowledge Sharing

Living Library

DAU established the Living Library at the request of the Under Secretary of Defense for Acquisition, Technology and Logistics. The purpose of the Living Library is to capture lessons learned from program executive officers and program managers. Through interviews with these people, DAU is able to preserve their knowledge and experience for current and future AT&L workforce members.



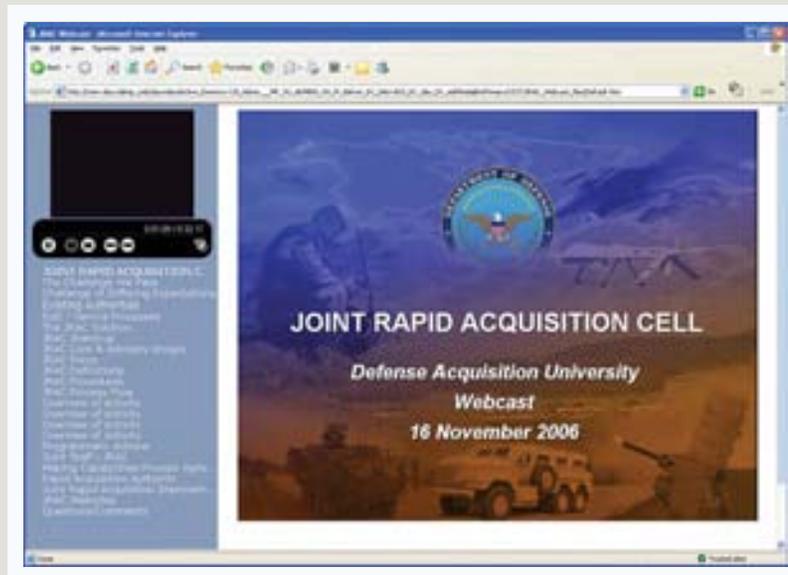
The Living Library is a repository of video and audio learning assets that provides the AT&L team with acquisition best practices and lessons learned. The library of asynchronous video lessons is catalogued, searchable, and available on the Web for easy access 24 hours a day from any location. These video lessons have the capability to be segmented into separate modules and integrated into other DAU learning assets (e.g. courseware and continuous learning modules) for broader usability. In addition, they can be used to create audio-only podcasts.

DAU conducted two interviews in 2007. The first was with RADM Steven Enewold, USN, who was the Program Executive Officer for the Joint Strike Fighter (JSF) program, the largest program in DoD history. The second was with RADM Charles Hamilton, USN (Ret). RADM Hamilton's experience includes being the PEO for Ships, where he had responsibility for the great majority of the current and future classes of USN surface ships.

Webcast Library

DAU has professionally organized webcast programming in order to broadcast interactive real-time videos on AT&L's high priorities and initiatives. In order to keep the programming interesting, a mix of formats, as well as a variety of speakers from the AT&L community, have been scheduled.

As webcasts are produced for live audience, they are also recorded and archived into the DAU webcast/podcast library to allow the community to view them at a later, more convenient time.

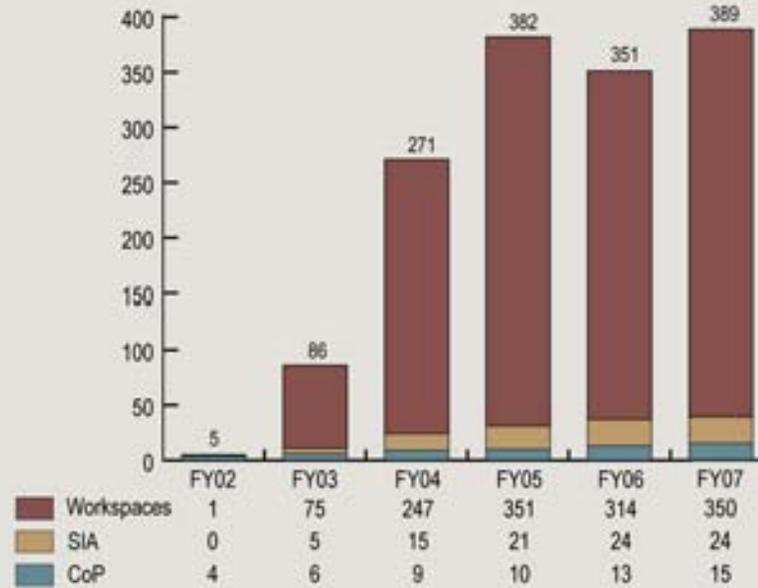


FY07 Webcasts

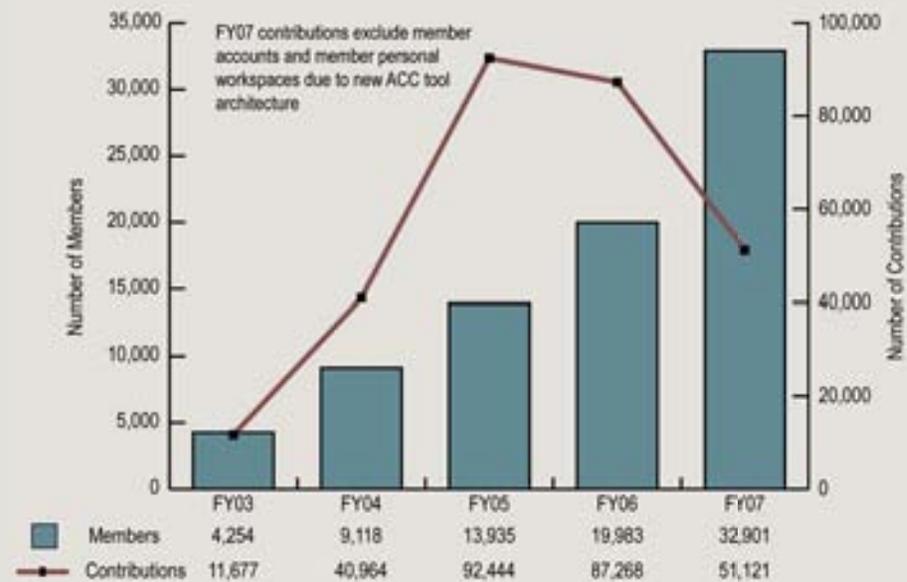
- Accountability and Management of Military Equipment
- AT&L Human Capital Plan Version 3
- Basic Subcontracting
- Concept Decision/Evaluation of Alternatives
- Contract Bundling
- DAES, Data, and Lessons Learned
- Future Training Challenges
- Implementation of Continuous Process Improvement/Lean Six Sigma in DoD
- Introduction to Continuous Process Improvement
- Joint Rapid Acquisition Cell: Meeting the Immediate Warfighter Needs
- LCOE Performance Based Acquisition
- Life Cycle Management Logistics
- Making Good Decisions
- Naval Open Architecture: Principles, Processes, and Best Practices
- SBIR: Tools & Strategies for Program Technology Development

Knowledge Sharing

ACC Communities



ACC Members and Knowledge Contributions



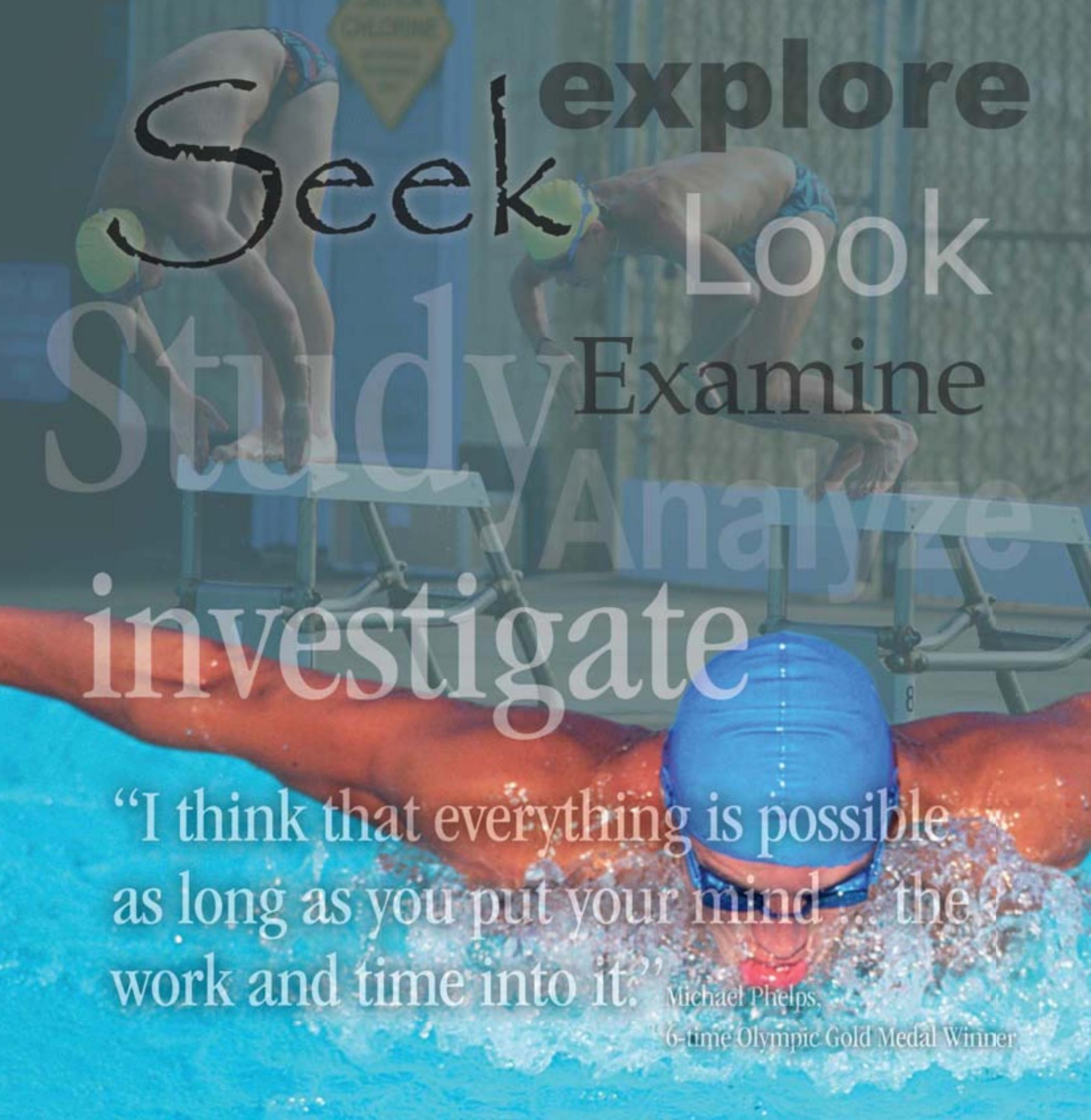
Communities of Practice (CoPs)

- Contingency Contracting
- Continuous Process Improvement*
- Contracting
- Data Management
- DoD Wireless
- Earned Value Management
- Facilities Engineering
- Information Technology
- Logistics Management
- Production, Quality and Manufacturing
- Program Management
- Risk Management
- Science and Technology Management
- Small Business*
- Systems Engineering

*New in FY07

Special Interest Areas (SIAs)

- A-76, Competitive Sourcing Process
- Acquisition Center of Excellence for Services
- Acquisition Research
- Alternative Dispute Resolution
- Business, Cost Estimating, and Financial Management
- Contracting Officers Representative (COR)
- Contractors Accompanying the Force
- DoD Packaging, Handling, Storage, and Transportation
- Emergency Response and Recovery Contracting
- Environment, Safety, and Occupational Health
- Financial Management
- International Program Management
- Joint Rapid Acquisition
- Naval Open Architecture
- Operations Research/Systems Analysis
- Performance Based Acquisition
- Reliability and Maintainability
- Software Acquisition Management
- Spectrum and E3 Compliance
- Test and Evaluation
- Test Resource Management Center (TRMC) – T&E/S&T Program
- Unique Identification (UID)
- Government Property
- Instructional Systems Design



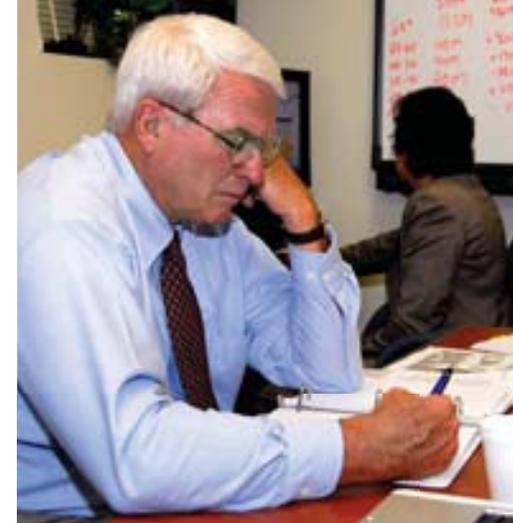
Seek explore
Study Look
Examine
Analyze
investigate

“I think that everything is possible as long as you put your mind to the work and time into it.”

Michael Phelps,
6-time Olympic Gold Medal Winner

DAU faculty puts its mind, work, & time on tough acquisition questions.

Applied Research



The fundamental purpose of DAU's research program is to improve the DoD acquisition process and its management by performing applied research and analysis of defense acquisition policy issues. DAU faculty members join in cooperative ventures with other acquisition practitioners from within the government and universities to focus on applied research projects specifically directed by Congress, Secretary of Defense, or USD(AT&L). In FY07, DAU conducted the following research efforts:

Completed Section 814 Study – submitted report to Congress with a complete review of the acquisition structures and capabilities of the Department of Defense. In addition, provided an in-depth, comprehensive analysis of the DoD Acquisition, Technology and Logistics Human Capital Program.

Established Online Master's Degree Program – tasked by Congress to establish this program for the DoD Acquisition Workforce. DAU partnered with California State University, San Bernardino to complete this 4-year development effort, resulting in an online master's degree with worldwide outreach now available to workforce members.



Completed Suitability Study – tasked by the Director of Operational Testing and Evaluation (DOT&E) in OSD to determine the impact of low suitability on operations and support costs of deployed systems. Research completed using Stryker initial deployment data from Iraq, and report submitted to OSD.

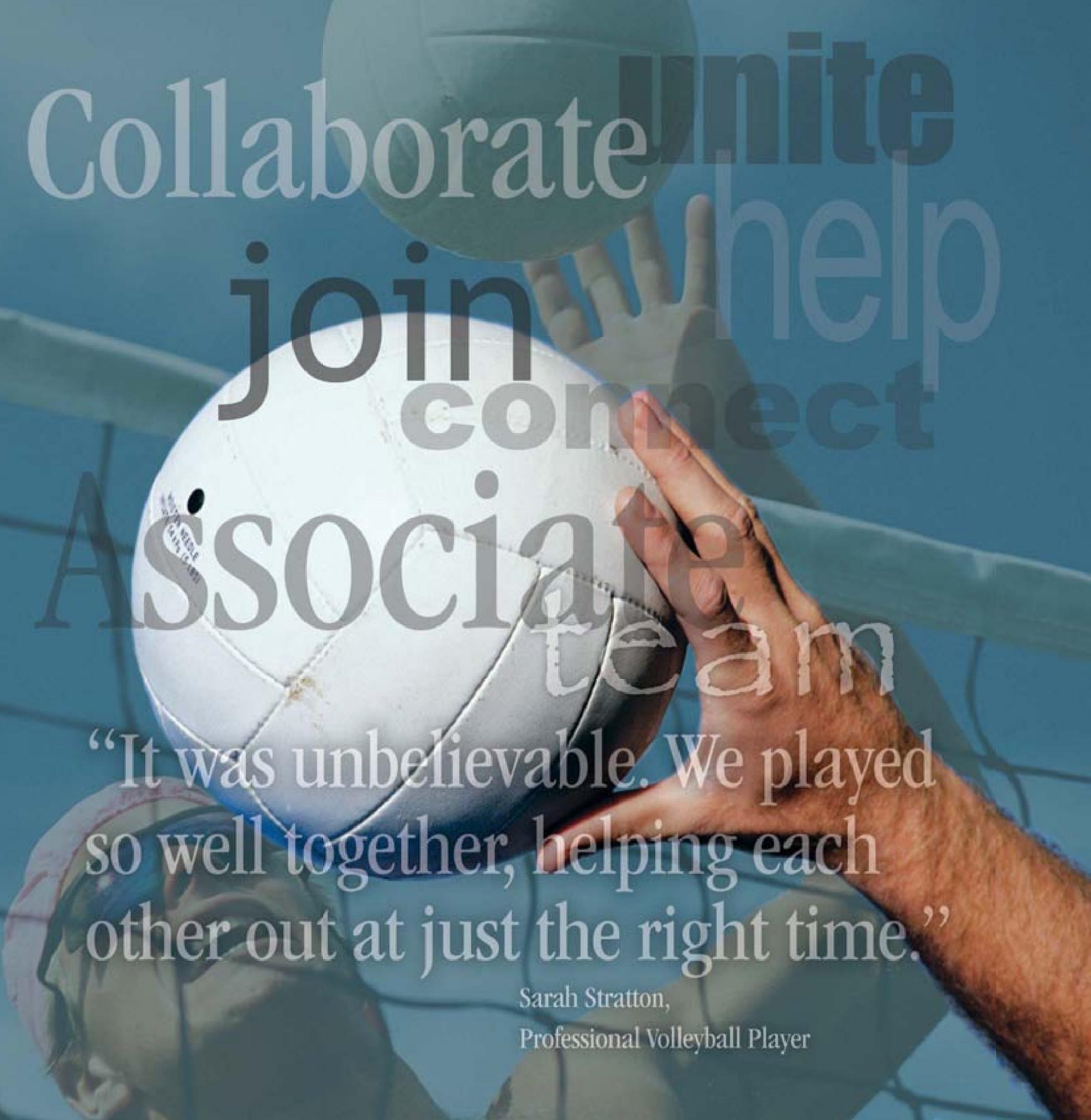
Completed Short-Duration Team Dynamics Project – internally generated DAU effort that examined a project team's transformation during the development life cycle. Results are directly applicable to DoD integrated product teams and will lead to increased effectiveness and efficiency spanning the entire acquisition process.

Supported Defense Acquisition History Project – DAU is working in collaboration with the Center for Military History to capture historical trends and lessons learned regarding practices and policies of the Defense Acquisition Enterprise between 1958 and the present.

Completed the Section 814 Study

Established Online Master's Degree Program for AT&L workforce

Supported the Defense Acquisition History Project

A hand is shown holding a white volleyball. The background is a blue wall with a volleyball net. There are other volleyball balls visible in the background. The text is overlaid on the image in various colors and sizes.

Collaborate
Unite
Join
Help
Connect
Associate
Team

“It was unbelievable. We played so well together, helping each other out at just the right time.”

Sarah Stratton,
Professional Volleyball Player

Partners help to leverage learning assets for the benefit of the AT&L team.

Partnerships



As the DoD AT&L workforce has evolved, so have the learning needs of its members. To create new and expanded career-long learning solutions for the AT&L team, DAU continues to actively foster synergistic and mutually beneficial arrangements with academic institutions, industry, professional organizations, and other government agencies nationwide. These partnerships leverage training and research resources within other organizations, as well as tap into outside expertise for curriculum development and evaluation. Partnering takes an already strong organization and makes it even more powerful. In FY07, we added the following new partnerships:

Government

- Department of Homeland Security, Washington, DC
- Air Force Center for Systems Engineering, Wright Patterson AFB, OH
- Air Force Institute of Technology/Logistics Systems (AFIT/LS), Wright Patterson AFB, OH

Professional Organization

- National Contract Management Association (NCMA), McLean, VA

Universities

- Grantham University, Kansas City, MO
- Empire State College, Saratoga Springs, NY
- Capella University, Minneapolis, MN
- University of Missouri-Rolla, Rolla, MO
- Indiana Wesleyan University, Marion, IN
- Stevens-Henager College, Ogden, UT
- Macon State College, Macon, GA



129 strategic partnerships

11 new strategic partners

Multiple cooperative exchanges with other countries

Strategic Partnerships

DAU Partners with Warner Robins Air Logistic Center and Macon State College

As Warner Robins Air Force Base becomes one of the five regional contracting centers for the Air Force, the need to hire more contracting professionals greatly increases. A large number of the contracting workforce are eligible for retirement within the next few years; the need to have a competent workforce is growing. DAU has seen this need and is addressing it head on. A partnership has been formed between DAU, Warner Robins Air Logistics Center, and Macon State College to help recruit much-needed contracting professionals. The contracting courses provided by Macon State College are recognized as equivalent to DAU coursework.



Department of Homeland Security

DAU is assisting the Department of Homeland Security (DHS) by designing focused acquisition training and conducting independent assessments of DHS acquisition processes and programs.

Grantham University Joins DAU's “*Excelerate*” Program

DAU established a strategic partnership with Grantham University to provide educational opportunities for AT&L workforce personnel. Under this partnership agreement, AT&L workforce members can apply transfer credits from 63 DAU Level I, II, and III courses toward Grantham University's online degree programs. Grantham University also joined DAU's “*Excelerate*” program.

Grantham will offer eligible AT&L team members the ability to apply nine credits for Defense Acquisition Workforce Improvement Act (DAWIA) certification courses (Level II and III) toward Grantham's Master of Business Administration degree.



International Cooperation

19th International Defense Educational Arrangement (IDEA) Seminar

The 19th annual IDEA seminar was hosted at DAU the week of June 11-15, 2007. Approximately 75 acquisition and education professionals participated in the seminar including attendees from 11 nations with a U.S. delegation led by DAU President, Frank Anderson.

During this seminar, representatives of the defense acquisition and training communities from Australia, France, Germany, Spain, Sweden, the United Kingdom, and the United States discussed the theme of “Acquisition and Training Collaboration: Merged Visions – Shared Progress.” Singapore, Canada, Japan, and Korea participated as invited observers and were actively involved throughout. Member countries provided national presentations focused on the seminar theme. The U.S. presentation was made by Mr. Al Volkman, Director, International Cooperation (AT&L), who set the “collaborative spirit” of the seminar and generated

energetic discussions. The heart of the seminar was a series of 14 seminar panel topics that spanned



acquisition, training, business, and the cultural challenges of collaboration. An afternoon of industry panelists offered

presentations, and an extensive discussion focused on the same areas, but from their specialized perspectives. The week ended with a special session with NASA guests discussing the scientific, acquisition, and conceptual challenges of their future space exploration plans.



International Visits

In today's global environment, it is increasingly important to cooperate with our counterparts in other nations. In FY07, DAU continued to share acquisition best practices with other countries and hosted



delegations from Australia, India, Japan, Korea, and the United Kingdom. Representatives from these countries sought

out DAU to learn from our experience in the field of acquisition. Specifically they were interested in:

- Life cycle cost management
- DAU's course offerings
- Contract pricing
- Cost accounting
- Managing costs



Global Coalition Training

In response to the National Security Council and the Department of Defense request to train foreign industries to become prime contractors, DAU professors David Lewis, Midwest Region, and Bruno Wengrowski, South Region, volunteered and provided overview training sessions on the U.S. contracting process. Topics covered included solicitation preparation, source selection, contract award, debriefings, and bid protests. Between 2004 and 2007, the DAU professors traveled on 25 trips to 18 countries and 26 different cities to provide training on contracting opportunities in Iraq to more than 2,500 contractors.



Strategic Partnerships

Colleges and Universities

Alabama A&M University, Huntsville, AL
Alliant International University, San Diego, CA
American Graduate University, Covina, CA
Averett University, Danville, VA
Bellevue University, Bellevue, NE
Bethune-Cookman College, Daytona Beach, FL
Bisk Education, Villanova, PA
Boston University, Boston, MA
Capella University, Minneapolis, MN
Catholic University of America, Washington, DC
Central Michigan University, Mount Pleasant, MI
 DeVry University, McLean, VA
Duke University, Durham, NC
Eastern Michigan University, Ypsilanti, MI
Embry-Riddle Aeronautical University,
Daytona Beach, FL
Empire State College, Saratoga Springs, NY
Florida Atlantic University, Boca Raton, FL
Florida Community College at Jacksonville,
Jacksonville, FL
Florida Institute of Technology, Melbourne, FL
George Mason University, Fairfax, VA
Georgetown 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/Minorities
Institutions Research Alliance, Daytona Beach, FL
Indiana Wesleyan University, Marion, IN
Howard University, Washington, DC
J.F. Drake State Technical College, Huntsville, AL
Jacksonville State University, Jacksonville, AL
Lawrence Technological University, Southfield, MI
Macon State College, Macon, GA
Massachusetts Institute of Technology, Cambridge, MA
National-Louis University, McLean, VA
Northern Virginia Community College, Alexandria, VA
Oakwood College, Huntsville, AL
Old Dominion University, Norfolk, VA
Park University, Parkville, MO
Pennsylvania State University, University Park, PA
Sinclair Community College, Dayton, OH
Southern Methodist University, Dallas, TX
Stevens-Henager College, Ogden, UT
Stevens Institute of Technology, Hoboken, NJ
Strayer University, Woodbridge, VA
Touro University International, Cypress, CA
Tuskegee University, Tuskegee, AL
United States Air Force Academy, Colorado Springs, CO
University of Alabama in 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 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 Missouri-Rolla, Rolla, MO
University of New Mexico, Albuquerque, NM
University of Phoenix Online, Phoenix, AZ
University of Tennessee Knoxville, Knoxville, TN
University of Virginia, Charlottesville, VA
University of Virginia, Northern Virginia Center,
Falls Church, VA
Villanova University, Villanova, PA
Webster University, St. Louis, MO
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/ Logistics Systems (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

Assistant Deputy Under Secretary of Defense (ADUSD)
Logistics Plans and Studies, Washington, DC

Aviation and Missile Command (AMCOM), Huntsville, AL

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

Defense Contract Management Agency (DCMA) Dallas, Dallas, TX

Defense Information Systems Agency (DISA), Arlington, VA

Defense Institute of Security Assistance Management,
Wright-Patterson Air Force Base, OH

Defense Logistics Agency, Ft. Belvoir, VA

Department of Homeland Security, Washington, DC

Federal Acquisition Institute, Ft. Belvoir, VA

General Services Administration (GSA) Federal
Supply Service (FSS), Arlington, VA

Ground-Based Midcourse Defense, Huntsville, AL

Headquarters, Air Force Space Command, Colorado Springs, CO

Joint ADL Co-Lab, Orlando, FL

Joint Depot Maintenance Activities Group (JDMAG),
Wright-Patterson Air Force Base, OH

Logistics Support Activity (LOGSA), Huntsville, AL

National Geospatial-Intelligence Agency, Bethesda, MD

National Reconnaissance Office, Chantilly, VA

National Security Agency (NSA), Ft. Meade, MD

National Security Space Institute, Colorado Springs, CO

National Technical Information Service, Springfield, VA

Office of Force Transformation, Washington, DC

Program Executive Office, Aviation, Huntsville, AL

Program Executive Office, Tactical Missiles, 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. Coast Guard, Washington, DC

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

Industry

American Systems Corporation, Chantilly, VA

BAE Systems, Bethesda, MD

Boeing Company, Hazelwood, MO

C/S Solutions Inc., Manhattan Beach, CA

CISCO Learning Institute, Phoenix, AZ

Dekker Ltd., Reston, VA

ESI International Inc. -The George Washington University,
Arlington, VA

Frontier Technology Inc., Beavercreek, OH

IBM, Bethesda, MD

Josephson Institute of Ethics, Los Angeles, CA

Lockheed Martin Corporation, Bethesda, MD

Northrop Grumman Corporation, Irving, TX

Rational Brand Services, Division of IBM, McLean, VA

Raytheon Company, Lexington, MA

Rockwell Collins, Cedar Rapids, IA

Systems and Software Consortium Inc., Herndon, VA

International

Defence Materiel Organisation, Australia

International Defense Educational
Arrangement, UK/Germany/France/Spain

Professional Organizations

BMP Center of Excellence, College Park, MD

Contract Services Association of America, Arlington, VA

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

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

International Test & Evaluation Association, Fairfax, VA

National Contract Management Association (NCMA), McLean, VA

Professional Services Council, Arlington, VA

Project Management Institute, Newtown Square, PA



recruit

retain

plan
analyze

develop

“I’ve learned if you have the right people in the right places doing the right things, you can be successful.”

Roger Staubach,

Professional Football Player and NASCAR Team Owner

The AT&L team—the right people in the right places doing the right things.

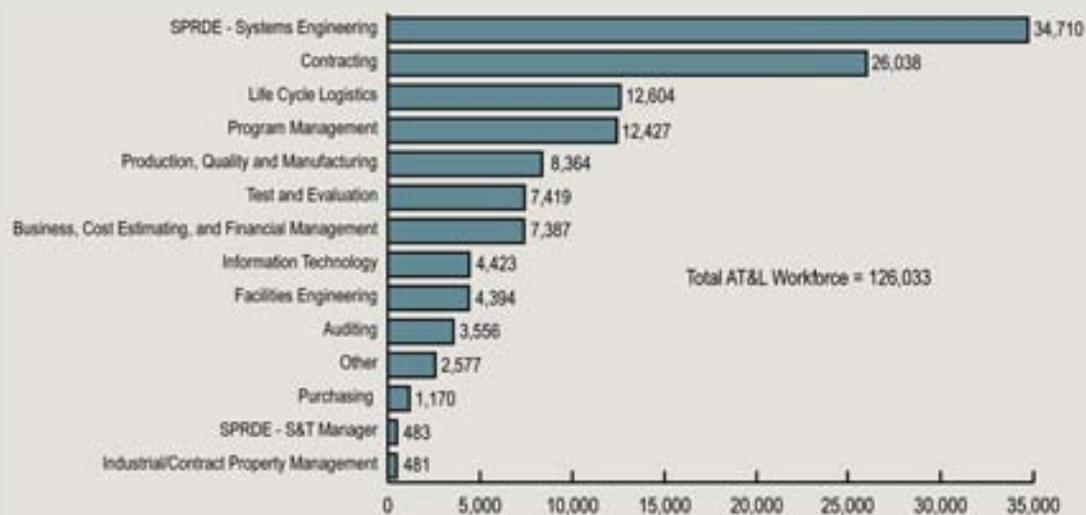


Human Capital Initiatives

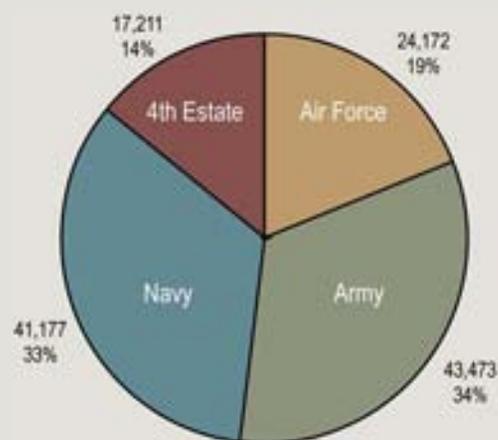
In FY07, the DoD AT&L workforce was 126,033 strong. Made up of military and civilian personnel from the Army, Navy, Air Force, and defense agencies, these individuals ensure that America's warfighters have the systems and the supplies they need, wherever they are.

DAU's DoD AT&L Workforce and Career Management (AWCM) Office was established to champion strategic, integrated workforce management programs and innovations to recruit, develop, and retain a high-performing, agile, and ethical DoD AT&L workforce.

FY07 AT&L Workforce by Career Field



FY07 AT&L Workforce by Service



Published V3.0 of the AT&L Human Capital Strategic Plan

Launched the DoD AT&L workforce DataMart

Improved and standardized DoD AT&L workforce competencies

Human Capital Initiatives

Competency Management

In October 2006, USD(AT&L) deployed a joint competency management initiative involving DoD AT&L functional leaders, component acquisition leaders, field subject matter experts, DAU, and the Center for Naval Analysis. This effort will result in a standard competency model for each career field in the DoD AT&L workforce. Phase 1 of competency models for program management, logistics, and contracting career fields was completed. The results from the competency model assessments will assist DoD senior leaders in implementing workforce strategies to address critical skill gaps, as well as targeting new education and training resources.

DoD AT&L 4th Estate

The DoD Director Acquisition Career Management (DACM), collocated with DAU's Acquisition Workforce Career Management (AWCM) office, hosted 4th Estate Summits on March 30, 2007, and September 12, 2007. The purpose of the summits was to meet with the Defense Agency acquisition career managers and their staffs to discuss key issues impacting the 4th Estate community. AWCM provided the participants with firsthand information on policy, legislation, Human Capital Initiatives, comprehensive workforce data analysis initiatives, the AT&L State of the Workforce Report, the Section 852 workforce development fund, and other key initiatives. Participants also learned of numerous enhancements to the registration site and



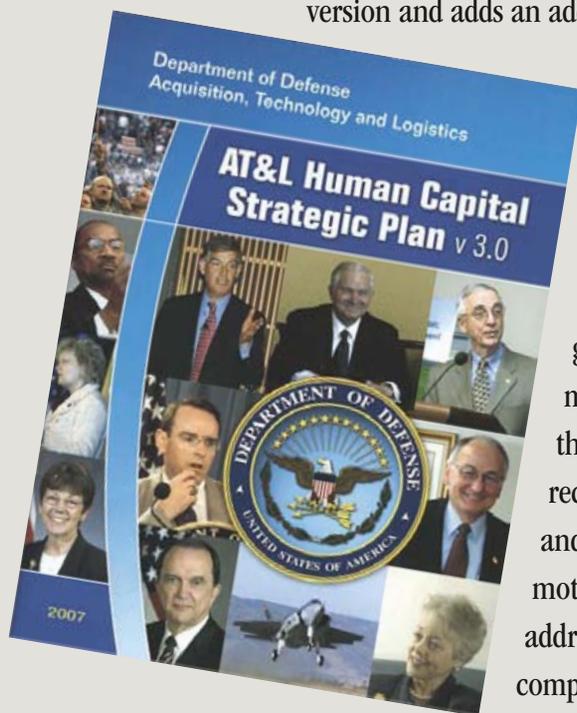
new automated tools, including the certification tool, the acquisition corps tool, the automated waiver tool, and the continuous learning tracking tool. A key part of each summit is an open forum where customers discuss, with the DoD DACM, issues impacting their acquisition workforce.

AT&L Human Capital Strategic Plan V3.0

Maintaining the right mix of technical know-how and subject matter expertise is vital in achieving our acquisition mission. In this period of tremendous human capital challenges, the AT&L community needs innovative approaches to improve its human capital strategic programs. Version 3.0 of the AT&L Human Capital Strategic Plan was published in June 2007.

V3.0 incorporates the original five goals from the first version and adds an additional goal: “Recruit,

develop, and retain a mission-ready workforce through comprehensive talent management.” Assigning a separate goal provides the means to emphasize the importance of recruiting, developing, and retaining capable and motivated personnel to address the increased level of competition for talent.



Data Green

The DoD AT&L Human Capital Data Green initiative is to develop a comprehensive data repository with standardized data requirements. It will enable DoD to track, understand, and shape appropriate workforce strategies to ensure the right skills and capabilities for today and the future. Data Greens enables real-time data analysis and improves confidence in the data that is centrally collected and submitted to the Defense Manpower Data Center. A Web-interface was also developed to enable workforce members to validate their personal and position data.

Human Capital Initiatives

Workforce Development Awards



The fourth annual USD(AT&L) Workforce Development Award ceremony was held in conjunction with the PEO/SYSCOM Commanders' Conference. The Honorable David Chu, USD(P&R) presided over the event, which recognized five AT&L field organizations as award winners. The Honorable John Young, USD(AT&L) stated, "A great deal is being expected of the AT&L team. This is why 'Taking Care of Our People' is one of my strategic thrusts. I commend all those organizations that submitted applications for the 2007 USD(AT&L) Workforce Development Award. This award was established to recognize comprehensive, highly effective workforce development programs. By sharing the best practices contained in these submissions, you are all helping to take care of our people."

Gold Award Winner

Large Organization

Defense Information Systems Agency (DISA), Arlington, VA

DISA developed an Emerging Leaders Program targeted at GS 5-12 to enhance leadership and management capacity and also established an Executive Leadership Development Program, which is a competitive 3-year program supporting development of technical, professional, and leadership talent.



Silver Award Winner

Large Organization

Defense Logistics Agency Human Resources Strategy and Training Center (DTC), Columbus, OH

DTC provides a structured roadmap for supervisors at all stages of their careers through their Enterprise Leader Development Program (ELDP). The ELDP is a competency-based program providing a continuum of assessments and developmental and continuous learning activities for all leaders of the organization.



Silver Award Winner

Small Organization

J-6 Philadelphia Information Operations, DLA, Philadelphia, PA

J6P Strategic Direction Integrated Process Team, composed of all J6P managers, has been instrumental in the clarification of their strategic plan. They are directly aligned with the DLA Strategic Plan, setting specific goals geared to the benefit of the workforce.



Bronze Awards

Large Organization

U.S. Army Aviation & Missile Life Cycle Management Command (AMCOM), Redstone Arsenal, AL

AMCOM established the “AMCOM Leader Development Life Cycle” to enhance the leadership depth of all levels of the workforce. AMCOM also chartered its Acquisition Center University to facilitate the training needs of Acquisition Center personnel.



Large Organization

Air Force Research Laboratory (AFRL), Wright-Patterson AFB, OH

AFRL's Junior Force Council exists at each of the command's centers and is composed of employees under the age of 30 with fewer than 8 years of government service. This Council identifies areas of concern, research topics, and makes suggestions for improvement. AFRL's Personnel Policy Boards (PPB) identifies and grooms the best leadership teams for both now and for the future.



Support

teach

Aid

Connect

facilitate

assist

“No matter what accomplishments
you make, somebody helps you.”

Wilma Rudolph,
3-time Olympic Gold Medal Winner

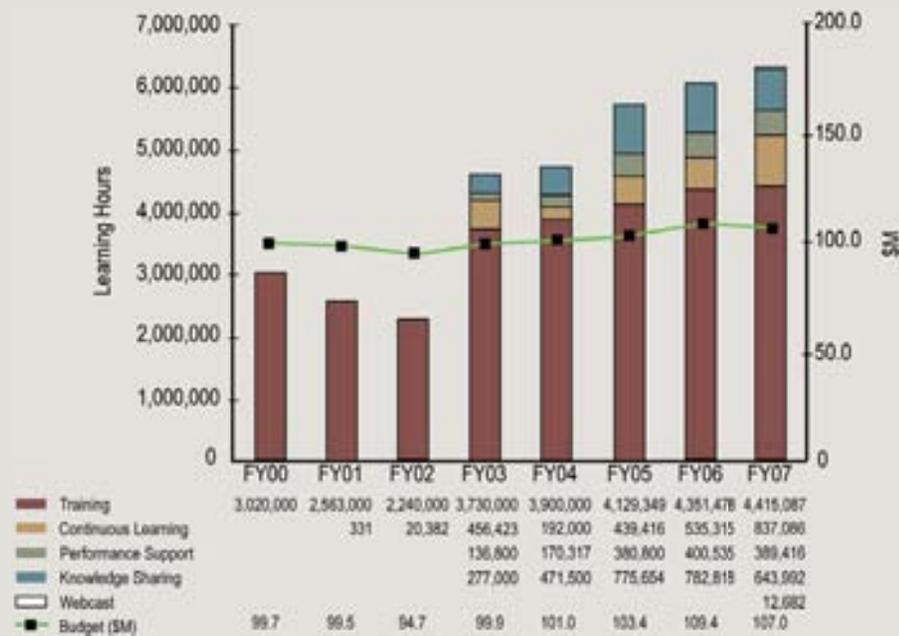
DAU's faculty & staff help the AT&L team accomplish their goals.

Resources



Effective management of resources is essential to ensure that both people and infrastructure are available to power the AT&L team. FY07 was the 8th straight year that we saw an increase in graduates and learning hours without a substantial increase in the number of faculty and staff or in the budget. The effective use of our resources, both dollars and people, provides a great return on investment for our stakeholders.

Learning Hours vs. Budget

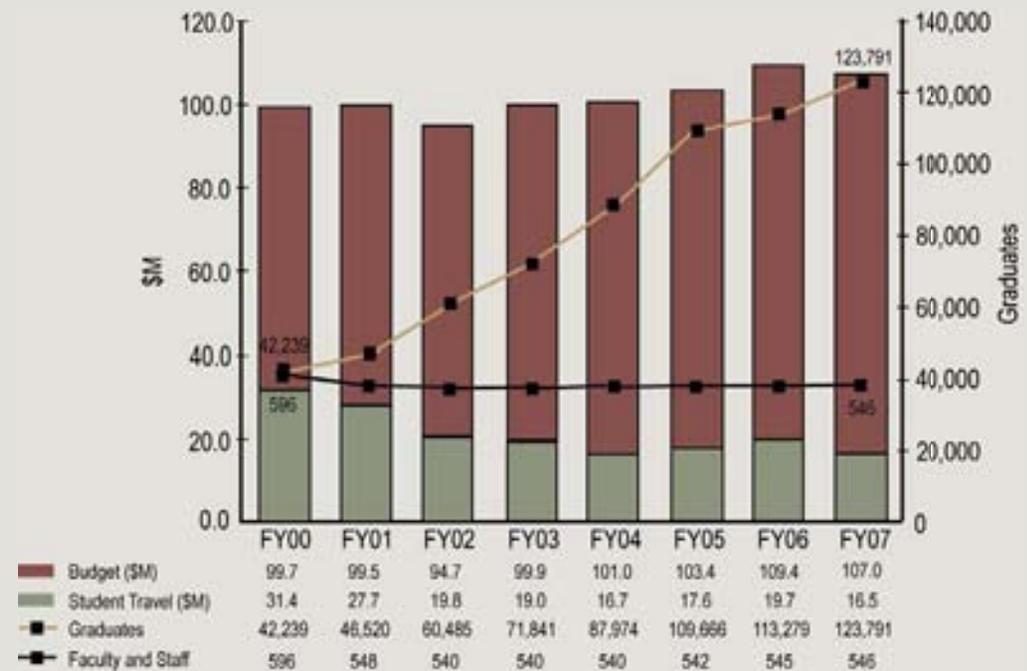


\$107M budget
 \$17 per learning hour delivered
 546 faculty and staff

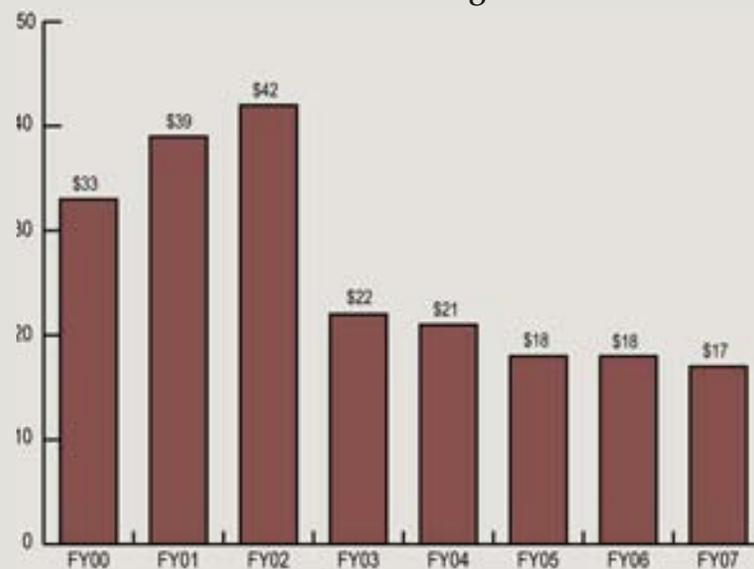
Resources

Since FY00, the number of graduates has increased by 193%. During this same time period, our faculty and staff have been reduced by 8%, and our budget has remained relatively flat.

DAU Resources vs. Graduates



Cost Per Learning Hour



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 DAU President. In FY07, we welcomed two new board members, LTG Malcolm O'Neill, USA (Ret) and Ms. Susan Coté.



GEN William Tuttle Jr.,
USA (Ret)
Chairperson



Mr. Nicholas Kuzemka
Vice President, Program
Management
Lockheed Martin



RDML Michael Sharp,
USN (Ret)
ASP Program Manager
Raytheon Company



Mr. David Berteau
Director,
Clark & Weinstock



Ms. Sara Mills
President
S. Mills and Associates



RADM Leonard Vincent,
USN (Ret)
Industry Advisor
National Defense Industrial Assn.



Ms. Susan Coté
Vice President
Corporate Contracts & Pricing
Northrop Grumman Corp.



LTG Malcolm O'Neill, Ph.D.,
USA (Ret)
Consultant



Mr. John Wilson Jr.
President
BizDynamics, LLC



Honorable Paul Denett
Administrator
Office of Federal Procurement Policy



GEN Bernard Randolph,
USAF (Ret)
Consultant



Mr. Curtis Gray
Vice President, Human Resources
BAE Systems



Mr. Carl Salzano
Vice President, Acquisitions
Booz Allen Hamilton



Organization

CDSC to LCIC

The Curricula Development and Support Center (CDSC) was reorganized as the Learning Capabilities Integration Center (LCIC). This change reflects a reshaping of organizational objectives. When CDSC was established in 2001, its missions were diffused across curriculum



development, e-learning, performance support, and research. The last three have been spun off to the e-Learning and Technology

Center (eLTC) and Acquisition Performance Solutions (APS). LCIC now focuses on integrated curriculum development, learning asset coordination with the Regions, providing DAU connection points for Pentagon functional policy stakeholders, and implementing new concepts like Competency Management, Core Plus, and Expertise Locator.

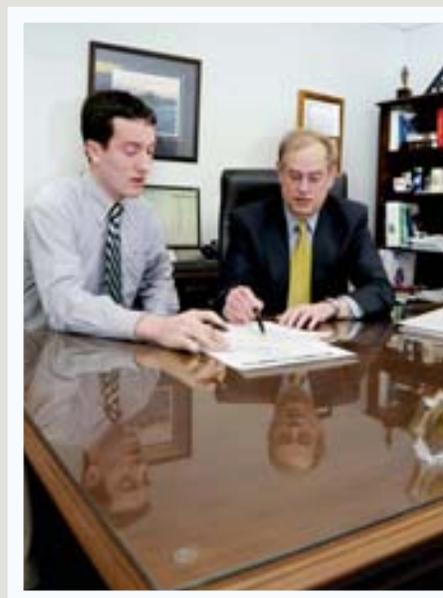
Creation of APS Group

In January 2007, DAU added a new organization to enhance performance support. Acquisition Performance Solutions and its Learning Centers of Excellence (LCOE) were created to better support the on-the-job needs of the AT&L team. Providing timely, relevant, flexible, and

mission-enhancing solutions through research, faculty expertise, training, and job-support services, the LCOEs bring special management focus and emphasis on strategic, high-value, high-visibility topical areas. The LCOEs have been designed to be lean, agile, and flexible. This allows DAU to rapidly stand up (or discontinue) the centers as the need arises.

Chief of Staff

Because of the military services' need to allocate their senior officer resources to other priorities, DAU replaced



the Commandant position with a Chief of Staff function. The Chief of Staff supervises the Director, Operations Group and the Director, Planning, Policy, and Leadership Support and is responsible for coordinating the University's strategic planning process,

faculty policy, outreach and communications program, human resources management and professional development, and logistics and other support services.

Faculty and Staff

Areas of Expertise

To successfully accomplish our mission of providing the DoD AT&L workforce with practitioner training, DAU recruits expert practitioners in every acquisition functional area, from the military, government, and industry. They leverage their field experience to develop learning assets that are relevant to workforce members and provide engaging classroom instruction. Current faculty areas of expertise are:

- Program Management - 36%
- Business - 8%
- Contracting - 25%
- Technical Management - 27%
- Other - 4%



Professional Development

DAU is committed to investing in the professional development of faculty and staff to enable them to more effectively deliver learning assets to the DoD AT&L team. In addition to leveraging external development opportunities, DAU has also developed specialized internal development programs for the senior leadership team, associate deans and directors, and mid-level managers. These are designed to ensure alignment with AT&L strategic thrusts and goals and DAU's Strategic Plan. They prepare employees for future workplace needs and build leadership qualified to tackle the challenges presented by changing strategies and technological advances.

During the Mid-level Managers' conference in May, the participants:

- Conversed with the president and senior leadership team
- Discussed implementation of Lean Six Sigma and webcasting
- Participated in coaching exercises

During the Associate Deans and Deputy Directors' conference, the participants:

- Discussed the direction of DAU with the president and the senior leadership team
- Participated in a reading program and *It's Your Ship* leadership development training

During the senior leadership offsite, the participants:

- Received Web 2.0 training
- Learned new 3-screen presentation method (Trizenter)

Capital and Northeast Region, Ft Belvoir, Virginia



Tim Shannon
Dean



Siobhan Tack
Associate Dean (AA)



Bob Spangler
Associate Dean (O/CS)

703-805-2764

Support for USMC PEO Land Systems

In March 2007, Dean Tim Shannon and Associate Dean Bob Spangler met with Colonel Bill Taylor, USMC and PEO for Land Systems. Colonel Taylor is the first PEO for the Marine Corps. During the customer relationship management visit, Dean Shannon presented a brief introduction of the Probability of Success Metrics program. Colonel Taylor showed keen interest in this program and requested a full-up presentation on the program, which eventually led to the highly successful, first-ever implementation of the Probability of Success Metrics program in the Marine Corps. This enabled the PEO to be able to provide real-time program assessments for any program in his portfolio which can be directly attributed to our DAU Customer Relationship Management program.



AMC
CECOM
DCMA
DLA
DTRA
Hanscom AFB
ESC
MARCORSYSCOM
NGA
TRICARE

Mid-Atlantic Region, California, Maryland

240-895-7344



Barb Smith
Dean



Ed Barrett
Associate Dean (AA)



Mike Caram
Associate Dean (O/CS)



Sandie Raley
Director of Operations

CH-53K Heavy Lift

During FY07, DAU Mid-Atlantic successfully planned and executed numerous high-value performance support efforts for PMA-261 and the ACAT ID CH-53K program. These activities were focused around promoting team effectiveness and efficiency as the program moved into the System Design and Development phase of the acquisition cycle. DAU conducted two separate online program surveys focused on understanding the state of stakeholder communications on the CH-53K program and the overall “climate” within PMA-261. The results of the survey led to establishment or updates in numerous

program office policies, procedures, and processes. Faculty from DAU also participated in the program office’s facilitated IPT Summit, which was attended by tier 1 and 2 program personnel from both the government and Sikorsky Aircraft Corporation, the CH-53K prime contractor. An ongoing effort between DAU Mid-Atlantic and the CH-53K Risk Management team has been the support of the establishment of their Opportunity Management program.



Defense Commissary Agency
Langley Air Force Base
NAVAIR-PEO(A), PEO(W), PEO(T)
TRADOC
JFCOM
USAREUR
USAFE

South Region, Huntsville, Alabama



Jim McCullough
Dean



Marshall Eubanks
Associate Dean (AA)



Ronald Fontenot
Associate Dean (O/CS)



Gary Byrum
Director of Operations

256-722-1100

New Warner Robins Satellite Campus

DAU South Region officially opened its Warner Robins Satellite Campus with a declaration partnership

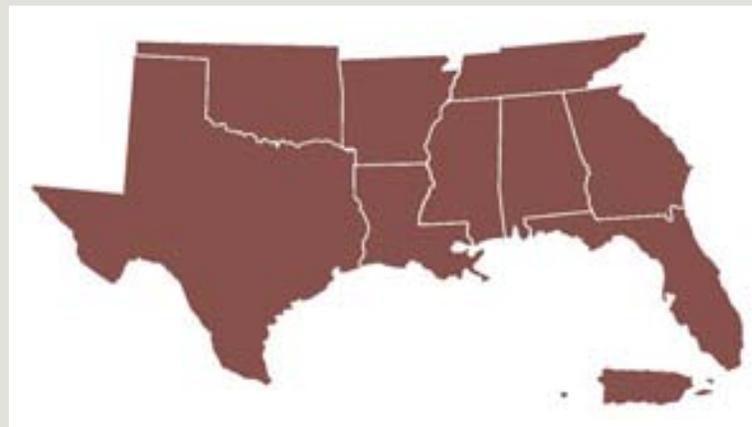


agreement conducted between Frank Anderson, president DAU; Major General Thomas Owen, Commander, Warner Robins Air Logistics Center; and Pat Hogan, Director of Acquisition Career Management

for the Air Force. This agreement establishes world-class acquisition certification training and continuous learning experiences for Robins Air Force Base, as well as other Department of Defense Services and agencies.

2007 Annual Conference

Supported by the DAU South Region Alumni Association Chapter, DAU South Region held its fourth consecutive conference in Huntsville. The conference theme, “Transforming Acquisition in Support of the Warfighter,” was supported through a series of distinguished government and industry speakers, panels, and workshops designed to increase awareness and insight into DoD transformation objectives.



AMCOM GMD
Eglin AFB
MacDill AFB -USSOCOM
Marshall Space Flight Center
SMDC

Midwest Region, Kettering, Ohio

937-781-1025



Travis Stewart
Dean



Carl Hayden
Associate Dean (AA)



Vishnu Nevrekar
Associate Dean (O/CS)



Barry Roland
Director of Operations

Senior Service College Fellowship

DAU expanded its Senior Service College Fellowship (SSCF) offering to the U.S. Army Tank Automotive and Armaments Life Cycle Management Command future top civilian leaders. Upon completion, SSCF fellows receive a Master's Degree in Global Leadership, formal DoD Senior Service School credit, and PMT 401 certificate.



Acquisition Insight Days

DAU Midwest presented Acquisition Insight Days at two major customer locations: St. Louis Gateway and U.S. Army TACOM Life Cycle Management Center in Warren, Michigan. DAU Midwest faculty presented well-received workshops for the defense acquisition workforce including seminars on Lean Six Sigma, contracting for non-contracting professionals, Core Plus, performance-based logistics, government property, team dynamics, and business case analysis.



USTRANSCOM
USSTRATCOM
AFMC
ASC

West Region, San Diego, California



Andy Zaleski
Dean



Hank DeVries
Associate Dean (AA)



Rob Tremaine
Associate Dean (O/CS)



Steve Nelson
Director of Operations

619-524-4800

PEO JTRS and DAU Partner

DAU West has been providing ongoing support to Joint Program Executive Officer, Joint Tactical Radio System (JTRS). Support includes a full review of the JTRS Cluster 5 contract and targeted training to key personnel



in the JPEO, culminating in a formal strategic partnership to facilitate future support.

State Department Support

DAU West Region faculty member, Mr. Larry Fedak, presented a tailored Acquisition Law course to U.S. State Department Contracting Officer Representative (COR) personnel responsible for building U.S. embassies in 26 countries around the world. The course used the Johannesburg Embassy construction contract as a model, and focused on contractual and legal reviews of the Standard Embassy Design Contract. The COR engineers responsible for building the embassies will put the practical and insightful knowledge gained toward successful completion of hardened embassies worldwide, providing safety and security to our diplomatic personnel around the globe.



PEO JTRS
Space & Missile Command
SPAWAR
USSPACECOM
USPACOM

DSMC - School of Program Managers, Ft. Belvoir, Virginia

703-805-2436



John Higbee
Dean



Dave Fitch
Associate Dean (AA)



Joni Forman
Associate Dean (O/CS)



Janet Vincent
Director of Operations

Program Manager's Course at Industrial College of the Armed Forces (ICAF)

Twenty-one students completed DAU's Program Manager's Course (PMT-401) as part of the Senior Acquisition Course at ICAF. Working within the ICAF elective program, PMT-401 faculty facilitated approximately 76 case studies and provided media training. Combined with other ICAF management, leadership, and acquisition learning events, the students were able to complete the requirements of PMT-401 while attending ICAF.

Defense Acquisition Executive Overview Workshops (DAEOW)

DSMC provided 23 ACQ 403 (DAEOW) courses to a number of DoD Senior Executives and Flag and General Officers from the Army, Air Force, Navy, and Office of the Secretary of Defense, as well as congressional staffers. This unique course provides training to those with little or no systems acquisition experience and whose current or next assignment requires interfacing with the acquisition community. The course is 100% tailored to the needs of the participant and is conducted on demand. One example of the successful training efforts included a 5-day course developed for the Secretary of the Navy's Special Assistant, Mr. Jon Ferko. The offering

was a collaborative effort between DAU, the Department of the Navy's Naval Sea Systems Command, Office of Naval Research, and other Department of the Navy organizations.



Corporate Social Responsibility

Bryant School

DAU supports Bryant Adult Alternative High School in Alexandria, VA, as part of the Partners in Education Program. DAU faculty and staff:

- Participate in Bryant's annual Career Day
- Sponsor a Job Shadow Day each Spring
- Transfer excess office, computer, and video equipment to Bryant School
- Conduct a winter coat/business attire collection drive during the fall and winter months
- Contribute to Bryant's food pantry and host a Thanksgiving dinner
- Provide volunteers to make classroom presentations on topics of interest
- Place Bryant students into the Cooperative Education program as part-time workers on the Ft. Belvoir campus



Afghan Clothing Donation

The DAU Alumni Association in partnership with Humanitarian Support Office at Camp Lightning in



Afghanistan supported local villages through a collection of clothes and school supplies. Through the hard work of the alumni association and generosity of DAU personnel, 14 boxes

were shipped to Camp Lightning.

Breast Cancer Run/Walk

On October 21, 2006, members of DAU South region participated in the 3rd annual Liz Hurley Ribbon Run and Survivors' Walk sponsored by the Huntsville Hospital Foundation and the Huntsville Track Club. The proceeds benefited the Liz Hurley Breast Cancer Fund and the Huntsville Hospital. This fund was established in 1999 by Liz Hurley, a breast cancer survivor and popular Huntsville television personality. The purpose of the fund is to create awareness about breast cancer, to purchase



equipment for breast cancer diagnosis, and to fund breast cancer research. The event featured a 5k race through historic downtown Huntsville, followed by a survivors' walk.

Easter Egg Hunt

DAU hosted its 20th Annual Easter Egg Hunt for the Fort Belvoir Exceptional Family Member program. The children were entertained with egg decorating, face painting, and even crafted their own bunny faces. DAU's Easter bunny made his rounds, and much to the



children's delight, individual pictures were taken with him. The families were served a lunch after which the much-anticipated Easter egg hunt was held. Both children and parents were excited and had a great time as children

found eggs hidden under chairs, on window sills, or merely in open spaces.

Wellness Fair

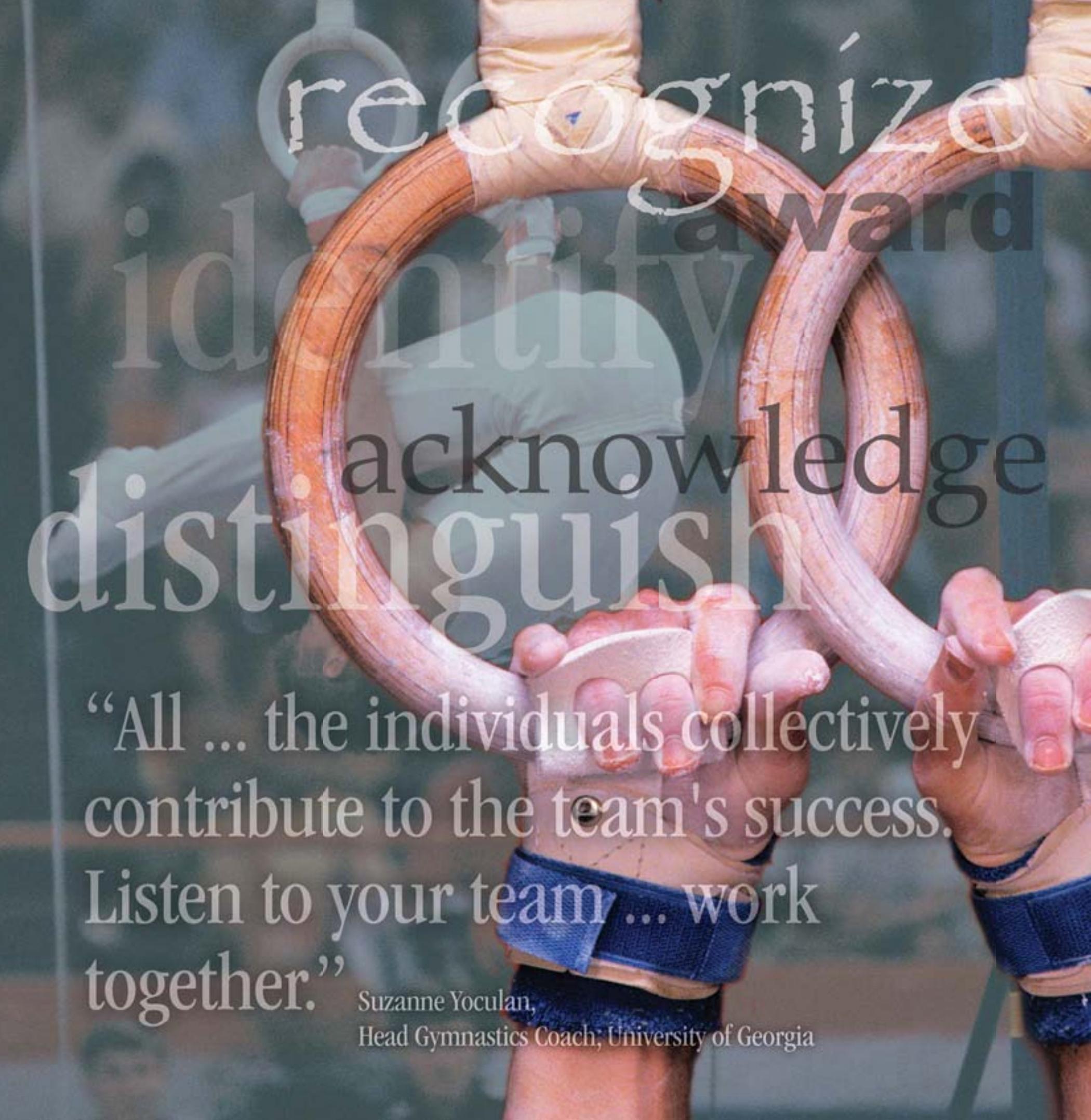
DAU West Region employees received lipid panel screenings, cardiovascular plaque tests, HbA1c, and flu shots. Healthy employees have a direct impact on a healthy business, and that directly impacts the bottom line. Pictured is Major George Bock undergoing a blood test.



Urbana High School Mentoring Program

Supporting the Human Capital Strategic Plan goals, DAU Midwest leadership and faculty provided mentoring and a job-shadowing day to the members of the Supply Chain Management Program at Urbana High School in Urbana, OH. This program encourages high school students to consider careers as defense acquisition professionals. The students were introduced to the phases of acquisition management, given opportunities for critical thinking and problem solving, and participated in a logistics simulation. Several participants have gone on to study Supply Chain Management at the university level and plan to apply for employment with the Department of Defense upon graduation.





recognize
award
acknowledge
distinguish

“All ... the individuals collectively contribute to the team's success. Listen to your team ... work together.”

Suzanne Yoculan,
Head Gymnastics Coach; University of Georgia

DAU individuals, working together to achieve team success.

Recognition



Once again, DAU and its faculty and staff were recognized as the best of the best. These honors continue to demonstrate to our customers and stakeholders the leading role that DAU plays in ensuring the AT&L team is ready to perform.

DAU Wins “Excellence in Leadership” Award

DAU has again been ranked No. 1 in Leadership



Development by Executive Excellence Publishing, a leading source of knowledge on personal and organizational leadership development. In 2007, more than 1,000 organizations were surveyed.

DAU was recognized for its world-class learning environment and its outstanding executive development and program management programs.

DAU Wins 2007 CLO Learning in Practice Award



DAU received the Gold Award for Innovation at the 2007 Chief Learning Officer (CLO) Learning in Practice Awards ceremony. Sponsored by CLO magazine, this award honors those leaders who have demonstrated excellence in workforce learning and development programs. The Gold

Award for Innovation recognizes highly successful applications of emerging technologies and/or methodologies that have created stimulating and engaging learning products.

DAU Receives *Computerworld* Achievement Award

DAU was named the 2007 recipient of the Computerworld 21st Century Achievement Award as the top organization in the Education and Academia category. The award recognized DAU’s world-class IT innovation of its DAU Data Mart data warehouse in partnership with Informatica Corporation, which produces the system software.



Ranked No. 1
in Leadership
Development

Winner of 2007
CLO “Excellence in
Leadership” Award

Winner of
Computerworld
21st Century
Achievement Award

DAU Conferences

2007 DAU Conferences

DAU's senior leadership, faculty, and staff were sought after to speak at many nationwide events. In FY07, DAU also hosted many conferences and workshops at its headquarters and regional campuses. State-of-the-art facilities make DAU a location of choice for many learning events. In addition, several organizations benchmarked DAU. Through these conferences, speaking engagements, and benchmarking visits, DAU shared best practices, exchanged ideas, and promoted ways to strengthen the AT&L team.

DAU Presented at:

PMI Global Congress
DoD Maintenance Symposium
ITEA International Symposium
AFCEA West 2007
2007 DISA Education Expo
JITC Interoperability Conference
NCMA World Congress 2007
DoD DMSMS Conference
GSA Expo
DPAP Conference
ASMC PDI
TEST Week
FACE Conference
INCOSE
44th Annual Aerospace and Defense Conference
SOLE Annual Conference
Corporate University Week
Knowledge Advisors Conference
National Defense Industrial Association
HR GOV

Hosted:

PEO/SYSCOM Conference
4th Annual DAU South Conference
Business Managers' Conference
DAU Innovations in eLearning Conference
International Defense Educational Arrangement Conference
DAU Acquisition Community Symposium

Benchmarking visits:

Defense Intelligence Agency
National Institutes of Health
Lockheed Martin
Humana
DDB University
Joint Special Operations University
Raytheon



Corporate Recognition Awards

Goal 1—(Mission) Provide a fully integrated powerful learning environment that engages the learner at the point of need

Individual Award

John Pritchard



provided exceptional contract management training to DoD senior executives and key acquisition leaders, and he also provided expert advice and recommendations to several program executive officers and program managers of high-profile, critical acquisition programs.

Group Award

Afghanistan Teaching Team



David Williams (Lead) *(pictured)*
Wayne Glass
LTC Adam Stroup, USA
Darlene Urquhart

Group Award

United States Coast Guard (USCG)
Deepwater Consulting Team



David Fitch (Lead) *(pictured)*
Ron Pontius
John Pritchard
Paul Schneider
Roberta Tomasini

Group Award

Cognitive Adaptive Simulation System for Acquisition
in Numerous Different Relevant Areas
(CASSANDRA) Project Team



Robert Tremaine (Lead)
Shawn Burke (University of Central Florida)
CPT Alvin Lee, USAF
David Metcalf (University of Central Florida)
Bruce Moler
Vishnu Nevrekar
Sara Raasch (University of Central Florida)
Chris St. John *(pictured)*

Group Award

Systems Planning, Research,
Development, & Engineering Curriculum
Re-Engineering Team



John Snoderly (Lead) *(pictured)*
Kenneth Duhm
Martin Falk
Larrie Ferreiro
Bill Lankford
Katherine Ma
John Markevicz
Tim Mead
Scott Miller
David Pearson
Mary Redshaw
Robin Stephens
David Swinney
Robert Tremaine
Bill Zimmerman
Randy Zittel

Corporate Recognition Awards

Goal 2—(Infrastructure) Continuously improve our mission processes and support processes

Individual Award David Prigmore



is recognized for outstanding performance as the DAU South Gatekeeper Pilot Lead. His efforts significantly contributed to reducing costs, increasing student throughput, and enhancing the quality of the DAU distance learning experience.

Group Award Micro Purchase Team



Lisa Grant (Lead) *(pictured)*
 Kenny Atkins Beverly Hopkins
 Chuck Cameron Kimberly Howells
 LTC Rose Card, USA Kim Lockett
 Cheryl Clark Linh Nguyen
 Carole Davis Diane Reid
 Patricia Gosh Linda Stiltner
 Tim Hamm

Goal 3—(Transformation) Support transformation in acquisition, technology, & logistics through thought leadership, innovation, and workforce support

Individual Award Mike McGhee



is commended for finding and implementing a user-friendly tool that could be used for regional collaboration on a real-time basis. GoToMeeting™ has improved DAU's efficiency and reduced the need for expensive faculty and staff travel.

Individual Award D.T. Tripp



is commended for exceptional contributions in transforming the construct for international acquisition training into a broad-based, competency-driven, formally managed career path and portfolio of learning assets. The ultimate results of his efforts are high-performing international affairs and acquisition professionals.

Group Award DAU 814 Study



Jim McCullough (Lead)
 Tracy Urman (LMI Team Lead)
 Frank Anderson Thelma Jackson
 Paul Alfieri John Krieger
 Bradford Brown *(pictured)* Jenny Logue
 Gary Byrum Mark Lumb
 Charles Cochran Margot Lynn
 Gerald Emke Paul McMahon
 William Erie James McMichael
 Edward Fishpaw David Newberry
 David Fitch Garry Shafovaloff
 John Higbee

Group Award Senior Service College Fellowship Program



Dr. Jerry Davis (Lead)
 SGT Jeffrey Adams, USA
 Robin Adams
 Gary Byrum
 Don Clark
 Bernadette Crumb
 PO 1st Class Micheil Ellis, USN
 Specialist Benjamin Galyean, USA
 Douglas Goetz
 Carl Hayden
 John Horn
 Roland Kankey
 MAJ Lawrence Kokocha
 David Kosinski
 Louis Degennaro & LTU Faculty
 Donald McKeon
 David Newberry
 Robert Spangler
 Robert Steele
 Bettina Thomas
 Richard Rhodes & UAH Faculty
 Darrell Van Hutten *(pictured)*
 Kim Willingham

Goal 4—(People) Ensure DAU is a great place to work by providing an environment valuing achievement, growth, diversity, and career-long learning to enhance job performance

Individual Award

Annetta McAllister



approached her responsibilities cheerfully, professionally, and with a high degree of dedication. She has continually gone above and beyond her normal duties as the West Region Lead Training Technician. Ms. McAllister's professionalism and excellent work ethic promote a positive DAU image and result in stellar customer service for visitors to the West Region.

Group Award

Faculty Plan Modernization Team



Judy Fleming (Co-Lead) *(pictured)*
 Meg Hogan-Roy (Co-Lead)
 Paul Alfieri
 Karen Butler
 Jim Childress
 Andrew Davis
 Tom Edison
 Salvatore Fazio
 Christopher Fry
 Sylvester Hubbard
 Michael Lacroix
 Steve Nelson
 Wilton Perry
 Lisa Smith
 Judy Volpe

Goal 5—(Customers) Listen to and learn from our customers and stakeholders to exceed their expectations

Group Award

Webcast Project Team



Russ Vacante (Lead) *(pictured)*
 MC2 Jeffrey Campbell, USN
 KC Carruthers
 Don Johnson
 Chris Lawless
 Paul McMahan
 SSG Ian Mosher, USA
 SGT Andre Reynolds, USA
 Tom Savino
 TSGT Michael Smith, USAF
 SFC Roy Stiles, USA

Group Award

Joint Rapid Acquisition Cell (JRAC) Team



Robert Spangler (Lead) *(pictured)*
 Matthew Bampton
 Bradford Brown
 Andrea Carey
 Miriam Cohe
 CPT Alvin Lee, USAF
 Siobhan Tack

Group Award

Annual Conference Planning Team



Wally Tubell (Lead) *(pictured)*
 John Adams
 Bennie Berry
 Don Clark
 Hal Ernest
 Samuel King
 Reginald Parks
 Brenda Pitcher
 David Prigmore
 Don Riley
 Phyllis Roberts
 David Treshansky
 Emma White
 Sue Zarger

Corporate Recognition Awards

The Innovation and Best Practices Contribution Awards

James Childress

is recognized for superior innovative support of the DAU distance learning courses. Mr. Childress recognized the need to answer student administrative questions for distance learning courses in a timely and efficient manner. His concept for a primary point of contact, "Gatekeeper," filters inquiries, eliminating the need for instructors to answer non-content course-related questions. The Gatekeeper pilot conducted in the West Region showed benefits of improved customer support, reduced faculty costs and workload, and improved productivity by decreasing faculty administrative time.



Sterling Mullis

is recognized for superior innovative support of the DAU classroom courses. Mr. Mullis recognized the need to reduce course material printing and supply costs. His solution to use a Tablet Personal Computer, allows students to use a pen directly on the screen to take class notes, quizzes and tests, eliminating the need to print hard copies of course materials. Seven offerings of the Advanced Information Systems Acquisition course in the FY07 pilot resulted in a printing savings of \$10,500.

Chris Paddock

is recognized for superior innovative support of DAU and the DoD AT&L workforce by using DAU knowledge-sharing assets before, during, and after a resident course.



Mr. Paddock recognized the need to contact prospective students and provide relevant Web site links for their use in preparing for the in-class experience. During the course, the knowledge sharing assets could focus students on resource use, and post course contact would further encourage students to explore course material and to use the links to refresh their memory of the materials covered during class.

Staff Person of the Year

Dwayne Young

contributed significantly to achieving the DAU 2007 goals with his excellence and his tireless professionalism.



He is a key contributor to executive and international divisions within the Defense Systems Management College. His superb planning and execution skills were key to the success of the 19th International Defense Education Arrangement conference.

Hall of Fame

Michael W. Wynne

Secretary of the Air Force, and Principal Deputy Under Secretary, USD(AT&L)



Mr. Wynne provided unsurpassed support of DAU's mission to include leading the organizational study that shaped DAU's transformation as an award-winning corporate university. Because of his exceptional ability to communicate his acquisition vision and policies as a guest

speaker at numerous DAU courses and conferences, he earned the DAU Alumni Association's highest distinction, the Acker Award.

Norman A. McDaniel

Professor, Department Chair, and Associate Dean



Mr. McDaniel's outstanding contributions to the success of DAU led to numerous improvements in teaching, curriculum design, performance support, and knowledge sharing. With the strongest of acquisition and program management backgrounds and an intense dedication to quality learning, his performance

profoundly and positively impacted the professional development of students from entry level to senior officers and executives.

Edward Hirsch

Deputy Commandant; Chairman, Center for Acquisition Management Policy; Professor; and Curricula Designer



Mr. Hirsch was instrumental in the creation of DAU and its transformation into a premier corporate university. He led the development of the Program Manager's Office Course and tirelessly served as mentor, coach, and motivator for its students, as well as its course

facilitators. His outstanding contributions have greatly enhanced the training of the DoD AT&L workforce.

Retired Army Brig. Gen. Edward "Ed" Hirsch, 85, died Saturday, Oct. 13, 2007, at his home in Alexandria, VA. On December 27, 2007, DAU dedicated the Hirsch Center in the DSMC School of Program Managers in his memory.

Joyce C. Vallozza

Administrative staff member and Protocol Officer



Ms. Vallozza greatly enhanced protocol mission capability to meet a demanding and visible workload. Her outstanding management capability and meticulous attention to detail ensured success for over 100 promotion, award, and retirement ceremonies; dinner dances; and

student graduation exercises each year. Her support of senior AT&L executive conferences and symposia greatly enhanced the reputation of the university.

DAU Ratings

Evaluating Customer Satisfaction

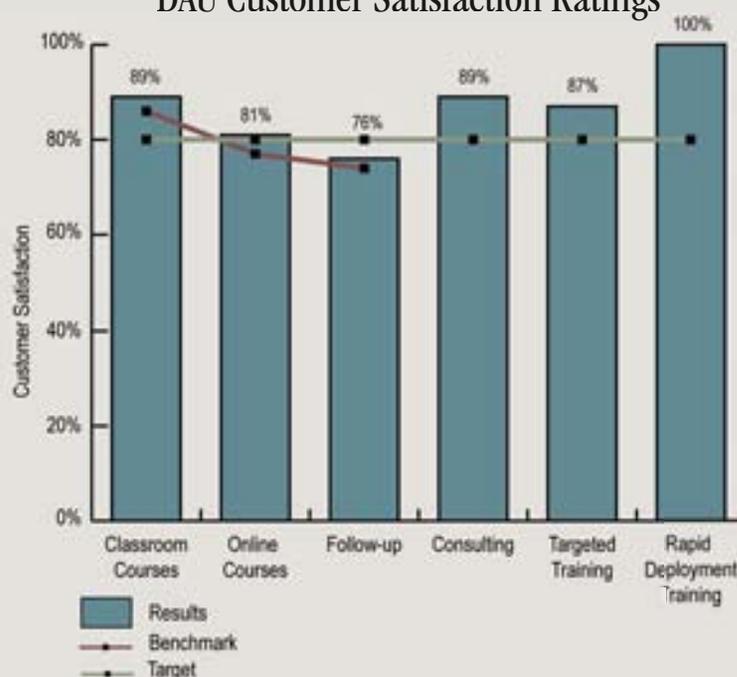
What does your customer think of your product or service? Great organizations ask this fundamental question to meet the needs of their customers and improve their performance. DAU uses the state-of-the-art, end-of-course survey program, Metrics that Matter, a Web-based learning evaluation system with an extensive database of performance benchmarks to collect survey data from students and customers.

DAU evaluates customer satisfaction based on the 4-level Kirkpatrick training assessment model. At the end of each course, students are provided a link to the survey, which includes questions on course content, course work, faculty, and job applicability. Unique surveys are

provided for both self-paced distance learning courses and instructor-facilitated distance learning courses. In addition to the end of course surveys, we also send, via e-mail, a follow-up survey to all students once they are back at their work site 60 days after the completion of the class. For selected courses, we e-mail surveys to the manager of the student 120 days after the completion of the class to determine the impact of DAU's training on the organization.

What have we learned from these surveys? As DAU's capacity and throughput have steadily increased, and cost per learning hour has decreased, the overall experience of our learners has remained consistently outstanding. DAU excels at both quantity and quality.

DAU Customer Satisfaction Ratings



Defense Acquisition University



