



## Spotlight on DAU Learning Resources

### DEFENSE ACQUISITION UNIVERSITY STRATEGIC PARTNER UNIVERSITY OF TENNESSEE OFFERS PROGRAMS IN SUPPLY CHAIN MANAGEMENT, LOGISTICS, AND PERFORMANCE BASED LOGISTICS

**J**ump start your supply chain competitive advantage for 2006. Participate in the University of Tennessee's supply chain management and logistics programs—internationally ranked in *Supply Chain Management Review*, *U.S. News & World Report*, and *Journal of Business Logistics*.

UT offers a comprehensive portfolio of profit-maximizing supply chain and logistics opportunities:

- Integrated Supply Chain Management Programs
- Supply Chain Management Certification
- Logistics Executive Development Program
- Making Performance-Based Logistics Real: The Basics and Beyond
- Custom Programming
- Supply Chain Audit
- Supply Chain Strategy and Management Forum.

If you or someone in your organization could benefit from UT's programming, contact Bric A. Wheeler, Center for Executive Education, University of Tennessee, at (865) 974-5001 or visit the university's Web site at <http://SupplyChain.utk.edu/CE411>.

### UNIVERSITY OF TENNESSEE NEW EXECUTIVE EDUCATION COURSE—GLOBAL SOURCING

**G**lobal sourcing is a business strategy that many U.S. companies are exploring. Making decisions about sourcing work abroad is more than just about savings on the balance sheet. "Getting Global Sourcing Right" is for managers and staff from supply chain, purchasing, operations, sourcing, Lean, process improvement, and anyone else interested in practical how-to advice on the best practices for planning and executing a global sourcing strategy.

UT's new global sourcing course is an especially good fit for firms pursuing Lean, six sigma, or supply chain management as cornerstones of their competitive advantage. Details are available online from the UT Center for Executive Education at <http://thecenter.utk.edu/programs/global-sourcing.html>.

### SOUTHERN METHODIST UNIVERSITY PARTNERS WITH DEFENSE ACQUISITION UNIVERSITY

**S**ystems Engineering is one of the fastest growing technical disciplines worldwide, and a degree in systems engineering will help keep you on the cutting edge of technological advances taking place in DoD and industry. The Defense Acquisition University has now partnered with the prestigious School of Engineering at Southern Methodist University (SMU) in Dallas, Texas, to offer DoD employees reduced tuition toward a master's degree in systems engineering.

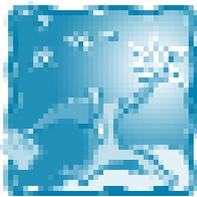
Besides on-campus course delivery, SMU offers convenient course delivery alternatives such as off-campus anytime/anywhere instruction on DVD; on-site instruction at industry/government facilities; and video conferencing. To learn more about the systems engineering program at SMU, visit their Web site at <http://enr.smu.edu/emis/sys/> or contact the program director, Dr. Jerrell Stracener, at [jerrell@enr.smu.edu](mailto:jerrell@enr.smu.edu). Questions pertaining to tuition should be directed to Jim Dees, director of enrollment management, at [jdees@enr.smu.edu](mailto:jdees@enr.smu.edu).

### HARVARD BUSINESS SCHOOL PARTNERS WITH DEFENSE ACQUISITION UNIVERSITY

**I**n January, the Defense Acquisition University partnered with Harvard Business School Publishing to procure the Harvard Business School ManageMentor modules. These 37 HBS modules will strengthen the softskills for the AT&L workforce, select members of the private sector who have attended DAU courses, and for students who receive training through the Federal Acquisition Institute/DAU partnership.

The Harvard ManageMentor modules (listed on the next page) are an easy-to-use online performance support tool that provides information and materials on more than 37 topics fundamental to managerial success. Topics range from running an effective meeting or managing a project to more complex tasks such as negotiating or keeping a team on target. For each topic, practical information is presented using the following methods:

- Core concepts
- Tips and tools
- Action steps
- Resources



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## HARVARD BUSINESS SCHOOL MANAGEMENT MENTOR MODULES

HBS 101	Becoming a Manager	HBS 120	Persuading Others
HBS 102	Keeping Teams on Target	HBS 121	Running a Meeting
HBS 103	Leading a Team	HBS 122	Writing for Business
HBS 104	Leading and Motivating	HBS 123	Managing Workplace Stress
HBS 105	Making Business Decisions	HBS 124	Managing Your Career
HBS 106	Budgeting	HBS 125	Managing Your Time
HBS 107	Capitalizing on Change	HBS 126	Working with a Virtual Team
HBS 108	Finance Essentials	HBS 127	Assessing Performance
HBS 109	Focusing on Your Customer	HBS 128	Coaching
HBS 110	Implementing Innovation	HBS 129	Delegating
HBS 111	Implementing Strategy	HBS 130	Dismissing an Employee
HBS 112	Managing Crises	HBS 131	Giving and Receiving Feedback
HBS 113	Managing for Creativity and Innovation	HBS 132	Hiring
HBS 114	Preparing a Business Plan	HBS 133	Laying off Employees
HBS 115	Marketing Essentials	HBS 134	Managing Difficult Interac- tions
HBS 116	Project Management	HBS 135	Managing Upward
HBS 117	Solving Business Problems	HBS 136	Retaining Valued Employees
HBS 118	Making a Presentation	HBS 137	Setting Goals
HBS 119	Negotiating		

- Test yourself
- Interactive practices
- Exercises focused on questions like “What would you do?” and “Where should you focus?”

The Defense Acquisition University encourages the entire defense acquisition workforce to take advantage of this new training resource. To register, students should go to the Acquisition Training Application System <<https://www.atrrs.army.mil/channels/acqtas/>> and log in at the center of the screen. Once logged in, click on the yellow box near the top of the screen that reads “Click Here For Continuous Learning Instructions.” By following the instructions provided, students will be able to register for any of the 112 Continuous Learning Modules that DAU currently provides including the 37 new Harvard Business School ManagementMentor classes, all of which are identified by a module number beginning with “HBS.”

## BOSTON UNIVERSITY AND DEFENSE ACQUISITION UNIVERSITY ENTER INTO STRATEGIC PARTNERSHIP

**T**eaching professionals how to buy goods and services for the military has long been the focus of the Defense Acquisition University (DAU), which serves 135,000 acquisition professionals. Now students

who want more from the DAU curriculum can add Boston University (BU) to their list through two new strategic partnerships.

The program began last summer with BU’s Metropolitan College (BU MET) offering courses on-site at Hanscom Air Force Base, in Bedford, Mass., where the Air Force Electronic Systems Center and DAU have been participating in a Learning Organization. Originally, the courses were open to military personnel and their dependents, civilian government employees, and defense contractors at the base. Now, however, courses may be taken both in the classroom and online with Boston University.

Two programs are currently offered on base by BU MET: a master of science in business administration (MSBA) and a graduate certificate for acquisition managers. The four-course certificate is applicable toward the MSBA and includes courses on program and project management, negotiation and leadership, as well as a financial component. Both programs are directly applicable to the work of acquisition professionals.

The partnership with BU MET provides an even greater degree of flexibility in the form of a course waiver that allows certain DAU courses to transfer toward either the online graduate certificate in project management or the prestigious online master of science in project management. Both of these programs will be of special interest to military and civilian acquisition management professionals as the design integrates contract management, program management, and financial management. In addition, there is a course waiver toward the classroom-based graduate certificate for acquisition managers.

Also in partnership with DAU, Boston University’s Corporate Education Center (BUCEC) offers corporate and professional training and certification programs. The Center provides a variety of non-credit options in project management, business, and technology courses and certification programs, including certificate boot camps for Microsoft (MCSE, MCSA, etc.) and Cisco (CCNA®, CCNP®).

Boston University and the Defense Acquisition University solidified their partnership in a signing ceremony Oct. 4, 2005, attended by Tim Shannon, DAU Capital and Northeast Region Dean; Wayne Glass, DAU Profes-



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The Defense Acquisition University and Boston University solidified their partnership in a signing ceremony on Oct. 4. Pictured from left: DAU Boston Office Regional Director Rich Stillman; Dean Tim Shannon, DAU Capital and Northeast Region; Dean Jay Halfond, Boston University Metropolitan College (BU MET); Assistant Dean Judith Marley, BU MET; and Education and Training Director Joseph Solivan, Hanscom AFB, Mass.

Photograph courtesy Boston University.

sor and Program Director for Strategic Partnerships; Jay Halfond, BU MET Dean; John Bonanno, BU Corporate Education Center Dean; Judith Marley, BU MET Assistant Dean; Gary Johnson, Director of Business Development, BU Corporate Education Center; Gerry Keegan, BU Professor; and Joseph Solivan, Director of Education and Training at Hanscom.

For more information on these Boston University programs visit Boston University online at <<http://www.bu.edu/met/corporate> or <http://www.butrain.com/corporate-training-programs/defense-acquisition-university.asp>>.

### DAU AND NDIA TO SPONSOR DEFENSE SYSTEMS ACQUISITION MANAGEMENT COURSE OFFERINGS FOR INDUSTRY MANAGERS

**D**AU and the National Defense Industrial Association will sponsor offerings of the Defense Systems Acquisition Management (DSAM) course for interested industry managers at the following locations during fiscal 2006:

- May 1–5, 2006, U.S. Grant Hotel, San Diego, Calif.
- July 10–14, 2006, Colorado Springs DoubleTree Hotel and World Arena, Colorado Springs, Colo.

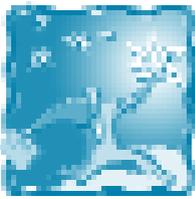
DSAM presents the same acquisition policy information provided to DoD students who attend the Defense Ac-

quisition University courses for acquisition certification training. It is designed to meet the needs of defense industry acquisition managers in today's dynamic environment, providing the latest information related to:

- Defense acquisition policy for weapons and information technology systems, including discussion of the DoD 5000 series (directive and instruction) and the CJCS 3170 series (instruction and manual)
- Defense transformation initiatives related to systems acquisition
- Defense acquisition procedures and processes
- The planning, programming, budgeting, and execution process and the congressional budget process
- The relationship between the determination of military capability needs, resource allocation, science and technology activities, and acquisition programs.

For further information see "Courses Offered" under "Meetings and Events" at <<http://www.ndia.org>>. Industry students contact Phyllis Edmonson at (703) 247-2577 or e-mail [pedmonson@ndia.org](mailto:pedmonson@ndia.org). A limited number of experienced government students may be selected to attend each offering. Government students must first contact Bruce Moler at (703) 805-5257, or e-mail [bruce.moler@dau.mil](mailto:bruce.moler@dau.mil) prior to registering with NDIA.

Online registration is available at: <<http://register.ndia.org/interview/register.ndia?#September2005>>.



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### DEFENSE ACQUISITION UNIVERSITY 2006 CATALOG

The 2006 DAU Catalog has been posted at <http://www.dau.mil/catalog>. The version at this Web site is configured as a traditional .pdf file broken down by chapter and appendix as well as the catalog in its entirety.



Those interested may request a catalog on CD or in hard-copy (please specify) by contacting DAU's Student Services Office at [student.services@dau.mil](mailto:student.services@dau.mil) (hardcopies are limited to one copy per request). Information in the hard-copy catalog is current as of Oct. 1, 2005. The catalog is updated online periodically throughout the training year, and new CDs are produced with each update. Currency of information contained in hardcopies and CDs should always be confirmed online.

### DAU ASSISTS CAL STATE, SAN BERNARDINO, IN DEVELOPING NEW GRADUATE DEGREES FOR AT&L WORKFORCE

*Susan Summers*

California State University, San Bernardino, will begin offering a media-rich and completely online executive master's in public administration (MPA) program tailored for the acquisition, technology, and logistics workforce next fall. Through funds appropriated by the 108th Congress, the university has been charged to develop several Web-based master's degree programs in public administration, criminal justice, and health administration; the programs are intended to serve Department of Defense employees and designed to ensure that graduates satisfy, at a minimum, requirements for the Defense Acquisition Workforce Improvement Act Level II training certification in program management. The executive master's degree in public administration will begin a pilot test program in spring 2006, with an official program launch scheduled for the fall. Because these programs are not operated through state university funding, they will be available to any qualified person for the same cost, regardless of residency status.

The executive MPA and the degrees to follow are unique in that they are the first of their sort to be developed in close cooperation with the Defense Acquisition Univer-

sity. With DAU's guidance as the project administrator, the executive MPA will be a student-friendly, convenient, yet high-quality pathway toward professional advancement for the AT&L community. The degree represents a coming of age in distance learning and boasts a variety of cutting-edge media enhancements, while incorporating acquisition core competencies that will result in DAWIA Level II certification in program management for graduates.

These degree programs come in response to needs expressed by Department of Defense and Department of the Navy officials to build a workforce that is flexible and agile in the way it manages resources. Above all, the educational priority is to create a learning organization exemplified by analytical, strategic thinkers who are focused on future needs. Given the downsizing of DoD in recent years, the workloads, and the impending retirements, Cal State, San Bernardino's public administration department chair Dr. Montgomery Van Wart anticipates that the online executive MPA and others will play an important role in DoD's succession-management planning. "Quality online instruction is the wave of the future," he says. "I am deeply gratified that we received congressional funding to produce a program that is not only the most technologically advanced, but also the most media-enhanced in the country."

The many media enhancements not only enrich the learning experience, but they cater to various individual learning styles. Courses are presented in modular formats, with features such as streaming audio and video, simulations, and interactive Web pages to facilitate surveys and testing. Program planners adhered to the principles of good practice as set forth by the Western Association of Schools and Colleges, in addition to internally developed quality control measures to ensure consistent outcomes from course to course. A minimum of 120 hours of consultation between instructional designers and each faculty member takes place to adapt courses to Web-based presentation. According to the campus director of distributed learning, Dr. Jim Monaghan, the result is "the best in instructional design and production values. For example, the face-to-face simulations using actors achieve more than text-based approaches ever could. The use of multimedia allows us to tailor content to different learning styles, and research shows that it has a greater impact on learning."



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Beyond the technological sophistication, the executive MPA and follow-on graduate programs will embody the same core curriculum as the campus-based residential programs, with elective course customization for the AT&L workforce. They will draw upon the same campus faculty as instructors and will require students to interact with peers and professors for a complete graduate experience. Students will progress through their courses in sequence as cohort groups, enabling a sense of community and national professional networking that will last well beyond graduation.

Cal State, San Bernardino, now celebrating its 40th anniversary, is one of 23 campuses that comprise the largest public university system in the world—the California State University system. Created expressly for working professionals, the executive master's degree in public administration holds prestigious accreditation through the National Association of Schools of Public Administration, and the online degree has recently received full approval by the Western Association of Schools and Colleges, which is the university's regional accrediting body.

For more information on Cal State, San Bernardino's executive MPA program, including admission and curriculum, visit <<http://online.csusb.edu>> or contact Michael-Anne Barner in the College of Extended Learning: [mbarner@csusb.edu](mailto:mbarner@csusb.edu) or (909) 537-3907.

*Summers is associate dean, College of Extended Learning, California State University, San Bernardino.*

### JCIDS PRESENTATION AVAILABLE ONLINE

**O**n Nov. 30, 2005, the Defense Acquisition University Alumni Association (DAUAA) and the Acquisition Community Connection (ACC) co-sponsored a forum on the Joint Capabilities Integration and Development System (JCIDS). The presentation was given by a member of the Joint Chiefs of Staff J-8. There are no restrictions on the classroom or training use of the presentation slides or the video.

To view a copy of both the PowerPoint presentation and a video-streaming-on-demand of the presentation, go to the Acquisition Community Connection Web site at <<https://acc.dau.mil/jcidsbrief>>.

### DAU'S PERFORMANCE BASED LOGISTICS COURSE KEEPS PACE WITH POLICY AND PRACTICES

**L**OG 235, the Defense Acquisition University's performance based logistics (PBL) final Level II certification course, has undergone significant revisions in 2005 to keep pace with the dynamic evolution of both PBL policy and actual program implementation practices. PBL was mandated as DoD's "preferred" product support strategy in the 2003 revision of the DoD 5000 Series.

LOG 235 is a hybrid course, with LOG 235A consisting of a 50-hour distance learning course consisting of 17 lessons focusing primarily on PBL concepts and their relationship to and effect on DoD traditional support functions and processes. LOG 235B is a one-week classroom course that uses case studies and exercises to provide students the opportunity to accomplish practical application of the concepts learned in LOG 235A.

In its first iteration, fielded in March 2004, there were few fully implemented PBL programs; consequently, a significant portion of the course continued to focus on the conceptual application of PBL processes. However, over the last year, more than 150 programs have either implemented PBL or are well along in the implementation process. Using this real-world PBL information, approximately 60 percent of the course content has been revised to reflect actual PBL implementation practices.

As a result, LOG 235B is now much more of a practical tools- and skills-based course, providing students tangible knowledge they can readily apply upon returning to the workplace.

### WEB-ENABLED INTEGRATED FRAMEWORK CHART

**T**he Web-enabled Version 5.1 of the Integrated Defense Acquisition, Technology and Logistics Life Cycle Management Framework Chart (known as Integrated Framework Chart or IFC) is now available at of the AT&L Knowledge Sharing System (AKSS) Web site at <<http://akss.dau.mil/ifc>>.