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Foundational Learning   Workflow Learning   Performance Learning

Board of Visitors Meeting

January 20, 2016

Business Knowledge Phased Approach

Phase 1 – One Week Course Successfully Underway

- From Industry Perspective; ACQ 315, Understanding Industry
- Team dynamic, critical thinking exercises, facilitated discussion
- Lesson linkage to a Company Operating Plan
- Capstone application to Forecasting-Planning-Executing-Reporting

Phase 2 – Overall Curriculum Integration Updates

- Business Knowledge Board-approved competencies
- Add content in ACQ Courses 101, 202, 203 and ENG 301
- Instructor industry experience required to engage the students
- Contracted development of additional business simulation game for use in other ACQ PM courses (e.g., DSMC executive courses)

Business competencies: industry orientation, organization, cost & financial planning, business strategy/development, supplier management, incentives, and negotiating

Business skills: learn to align to company strategies, finances, and operations that motivate company decisions to meet their business goals, gain fair and reasonable profits, while providing taxpayer value on defense products.

Target audience
- *DAWIA* Level III certified workforce
- PM Level III core curriculum; LOG and CON Level III core menu elective
- Planned for SB core curriculum

Critical thinking emphasis through industry perspective exercises and course capstone business simulation game

Course Faculty Review & Improvement Pilots (continuous improvement)
- Possible lesson changes based on student & instructor feedback
- Combine BD & Capture Management lessons to reduce redundancy
- Alter strategy lesson to add Annual Report/Form 10K review exercise
- Adjust Capstone Simulation to better align business unit scenario with simulation data

ACQ 315 Understanding Industry Student Feedback Data

Time Period		September FY15		November FY15		December FY15		October FY16		November FY16	
Course	Form Question Category	Likert Score	Survey Count	Likert Score	Survey Count	Likert Score	Survey Count	Likert Score	Survey Count	Likert Score	Survey Count
ACQ 315	Instructor	6.7	27	6.8	71	6.8	47	6.6	54	6.7	119
ACQ 315	Courseware	6.4	27	6.4	71	6.4	47	6.1	54	6.3	119
ACQ 315	Environment	6.2	27	6.4	68	6.1	45	6.6	52	6.3	113
ACQ 315	Job Impact	6.0	27	6.1	71	6.2	47	5.9	54	6.0	119
ACQ 315	Learning Eff	6.3	27	6.5	71	6.5	47	5.8	54	6.2	118

➢ Overall consistently strong scores and feedback
➢ Some offering score variation can be attributed to various factors
   (e.g., instructor experience, location, student career field demographics)

ACQ 315 Understanding Industry Attendance

Career Field	FY14	FY15
Auditing	1	0
Business - Cost Estimating	2	2
Business - Financial Mgmt	10	6
Contracting	116	135
Engineering	4	15
Industrial/Contract Property Mgmt	0	1
Information Technology	0	3
Life Cycle Logistics	79	99
Production, Quality and Manufacturing	1	3
Program Management	46	114
Program System Engineer	0	1
Science and Technology Manager	2	1
Test and Evaluation	1	2
Unknown	73	69
TOTAL	**335**	**451**

Service	FY14	FY15
Army	99	126
Navy	90	124
Air Force	58	92
DOD	77	96
Fed Gov't	10	6
Industry	1	7
TOTAL	**335**	**451**

Other Significant Industry Content & Engagement

- **PMT 352A, PM office course**: Industry Aspects Module covers financial statements, financial ratios analysis, capital investment analysis, and cost accounting

- **PMT 352B, PM Level III capstone course**: Exercises 3 – 5 students build the Dragon Fly simulated combat vehicle as the contractor. In exercise 5, students brief their proposal. In exercise 6, students flip perspective to the government source selection evaluation team.

- **DAU ACQ PM Center provides Defense Systems Acquisition Management (DSAM) course**
  - *In partnership with NDIA (NDIA hosts, DAU provides faculty)*
  - One week overview of Defense Acquisition taught to industry
  - Four courses offered per year across United States (locations vary)

- **Engaging with industry:** Foundational Learning Directorate (formerly LCIC) Center Directors & Learning Directors are guest speakers, panel members & round table participants with:

  NDIA (National Defense Industrial Association)   ITEA (International Test and Evaluation Association)
  NCMA (National Contract Management Association)   INCOSE (International Council on Systems Engineering)
  PMI   (Project Management Institute)   IEEE (Institute of Electrical and Electronics Engineers)
  CPM (College of Performance Management)   SAE (Society of Automotive Engineers)
  AACE, Intl (American Association of Cost Engineers) AIA (Aerospace Industries Association)
  PSC (Professional Services Council)

Core Courses Covering Understanding Industry Competencies

Industry Competency	CON	LOG	PM	SE	BFM
Industry Landscape	• ACQ 101	• ACQ 315	• ACQ 101 • ACQ 315	• ACQ 101	• ACQ 101
Organization	• ACQ 315 • ACQ 202	• ACQ 315 • ACQ 202	• ACQ 202 • ACQ 315	• ACQ 202 • ENG 301++	• ACQ 202
Cost, Pricing, and Rates	• CON 170 • ACQ 315	• ACQ 315 • ACQ 203++	• ACQ 203++ • ACQ 315	• ACQ 203++	• ACQ 203++ • BCF 205
Cost Estimating	• ACQ 315 • CLC 056/7	• ACQ 315	ACQ 315		• BCF 205
Financial Reporting and Metrics	• ACQ 315	• ACQ 315	• ACQ 315		• BCF 205
Strategic Business Development	• ACQ 315	• ACQ 315	• ACQ 315		
Capture Planning and Proposal Process	• ACQ 315	• ACQ 315	• ACQ 315 • PMT 401		• BCF 205
Supplier Management	• ACQ 315 • CON 290++	• ACQ 315 • LOG 365++	• ACQ 315		
Industry Motivation, Incentives, Rewards	• ACQ 315	• ACQ 315	• ACQ 315		• BCF 205
Negotiations	• ACQ 315 • HBS 428	• ACQ 315	• ACQ 315 • PMT 401		

Industry Students in DAU Courses

- ➢ **Industry Students Trained by Year**
  - FY13: 12,400
  - FY14: 10,808
  - FY15: 8,621

- ➢ **FY15 Top five web-based courses attended:**

ACQ 101	2,105
SYS 101	609
CON 121	439
LOG 101	428
EVM 101	383

- ➢ **FY15 Top five classroom courses attended:**

ACQ 203	95
COR 222	32
LOG 201	29
CMA 211	13
LOG 340	12

Industry Participation in Executive Courses

- **Student contributors: integral to all aspects of the curriculum**
  - They provide first-hand industry perspectives in small group and full class discussions.
  - They discuss ways to improve government/industry relationship effectiveness.
  - Each course has 1-5 industry students per offering based on availability (ACQ 404, ACQ 405, PMT 400, PMT 401, PMT 402).
- **Industry Student Panels**
  - Panelists (industry students in the class) share perspectives and address questions from their peers.
  - Course managers offer suggested topics to address in their comments (e.g., what really incentivizes various outcomes by industry; what factors affect a decision to bid and how bid prices are set; how to use pre-RFP communications more effectively; how a company internally incentivizes innovation; intellectual property interests and how to move forward fairly with DoD's Open Architecture focus; effective ways to transition S&T into fieldable capabilities).
  - ACQ 404 and PMT402
- **Guest speakers**
  - Senior executives from Defense industry, institutional investors, commercial firms, and media leaders who cover defense topics
  - Lead classroom discussions about topics of mutual interest
  - Course managers provide suggested discussion topics to visitors in advance.
- **Executive faculty: participate in engagements with industry or trade associations and leverage in their classroom, mission assistance and workflow learning contributions.**
  - Several faculty per year are invited to lead lessons or attend as students at program management courses run by Defense firms (Lockheed, Boeing, and Raytheon)
  - Numerous DSMC faculty are active members in trade associations such as Armed Forces Comm-Electronics Association, National Contract Management Association, Air Force Association, Association of Old Crows, National Contract Management Association, The Naval Institute, Military Officers' Association, etc.
  - Attendance or speaking roles at monthly luncheons and periodic conferences offers first hand engagement with Defense and commercial industry members.

Additional Interaction with Industry

- Resident NDIA Chair provides industry resource at HQ level
- Routine Industry Panel discussion at DAU training symposia and events (e.g., Acquisition Community Symposium)
- Many full-time and intermittent faculty have industry experience before coming to DAU
- Faculty attendance at industry training
  - Raytheon
  - Boeing
  - Lockheed Martin
- Acquisition Program Transition Workshops (APTWS)
- BBP Forum at DAU South Region
- Armbruster/Cartwright executive sessions with Army PEOs