

# ***Accelerating***

*our Second Transformation*



**2010** Annual  
Report

Defense Acquisition University

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# DAU Mission

Provide a global learning environment to support a mission-ready Defense Acquisition Workforce that develops, delivers, and sustains effective and affordable warfighting capabilities.

Impact acquisition excellence through:

- Acquisition certification and leadership training
- Mission assistance to acquisition organizations and teams
- Online knowledge-sharing resources
- Continuous learning assets

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## Letter from the Acting President

In 2010, Secretary of Defense Robert Gates pushed Department of Defense organizations toward a more efficient, effective, and cost-conscious way of doing business. At DAU, we have worked hard to follow the guidance set forth by the secretary while still providing the highest quality of support to the Defense Acquisition Workforce and, ultimately, the warfighter.

DAU expanded the number of classrooms and hired additional professors to reach the growing acquisition workforce while still supporting initiatives from our senior stakeholders. We've done a remarkable job following the secretary's direction, and we were still able to reach the greatest number of defense acquisition community members to date. We've created robust learning solutions for the acquisition community to accelerate the rate at which information is exchanged and transferred. In FY10, we:


- Provided 12.3 million hours of learning across the Performance Learning Model
- Provided 7.9 million hours of training
- Graduated 238,851 students, a 23 percent increase over last year—a record-breaking 45,883 classroom graduates and 192,968 online graduates
- Increased continuous learning modules completions from 494,568 to 624,859
- Provided 586 mission assistance efforts, totaling 559,478 hours—all working with our customers in their workplaces
- Reached our 100,000th Acquisition Community Connection member

I am also excited to share that DAU has again been recognized for excellence in learning and development by winning a 2010 Brandon Hall Excellence in Learning award. DAU was recognized in the category of “Best Use of Virtual Worlds for Learning” for our Conclave family of immersive learning simulation technologies for intact team training. DAU was again recognized by *Leadership Excellence* magazine as the best in the Government/Military category. We have been able to reach such impressive numbers for our stakeholders and customers with no decrease in customer satisfaction results. It is through the expertise and dedication of our faculty, staff, and contractors that we have been able to provide these landmark results to our customers and stakeholders. By accelerating our second transformation, DAU has been able to continue our success as a world-class training organization and, more important, help improve acquisition outcomes for the warfighter.

*James S. McMichael*







**In 2010, DAU accelerated our second transformation by developing and deploying exciting new learning assets to enhance the skills of the Defense Acquisition Workforce and improve acquisition outcomes for the warfighter. From an intensive 4-week immersion into the Federal Acquisition Regulation, to simulation-based team training, to collaborative classroom technologies, to engagement with major defense acquisition programs, DAU continued to accelerate learning and performance for the workforce.**





# ***Accelerating***

## ***Initiatives that Transform***

- **46,000  
classroom  
graduates**
- **MDAP  
engagements**
- **CON 090**
- **Conclave**
- **Dragonfly  
simulation**
- **Collaborative  
training  
rooms**

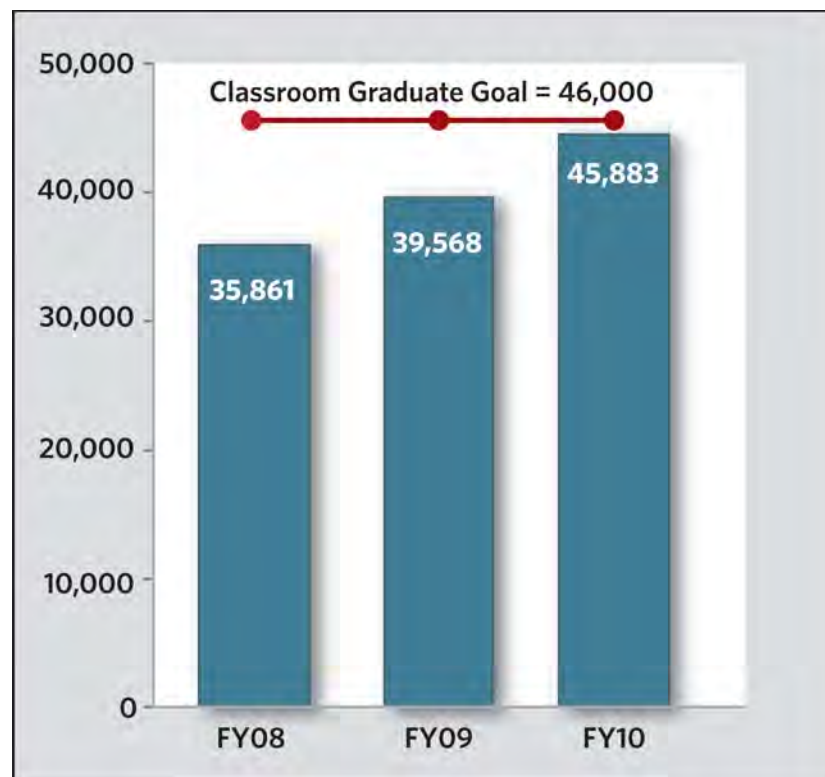
# Initiatives that Transform

- **46,000 classroom graduates**

In 2009, the Secretary of Defense announced his plans to increase the acquisition workforce by an additional 20,000 people by 2015. The implications of this workforce growth strategy on training and development are significant. In response to the growth strategy, DAU established a goal of increasing classroom graduates to 46,000 in FY10. During FY10, DAU continued leveraging funds from the 2008 National Defense Authorization Act Section 852, known as the Defense Acquisition Workforce Development

Fund. These funds enhance training and expand capacity through hiring additional faculty, building new classrooms, and implementing new technologies. Since FY08, DAU has hired 118 faculty and added 18 classrooms, which has resulted in an additional 10,022 graduates. Through this expansion of training capacity, DAU has contributed to an 8 percent growth in the number of workforce members that meet or exceed the certification requirement for their position.

**Increase in Classroom Graduates in the Defense Acquisition Workforce**



## ■ MDAP engagements

To improve the outcome of major defense acquisition programs (MDAPs), DAU engages with acquisition teams, program managers, and program executive officers during critical periods in a program's life cycle. Throughout the year, DAU provided critical support such as program startup workshops, risk assessment workshops, executive coaching, acquisition strategy development, milestone readiness assessments, and smart shutdown workshops. MDAP engagements included:

- **C-17 Globemaster III**—DAU assessed urgent program issues and recommended strategies to resolve issues. In addition, DAU helped coordinate meetings between the program office and the prime contractor, Boeing, to develop a strategy for transitioning sustainment support from contractor-only to a shared organic/contractor construct.
- **C-5 Reliability Enhancement and Reengining Program (RERP)**—To support an Independent Risk Assessment of the C-5 RERP, DAU facilitated risk assessment and management workshops with government and contractors. This risk assessment was required for a full-rate production decision.

*"Thank you for DAU's support in conducting the readiness for Milestone C assessment of the NMT Program. ... NMT successfully completed the [Milestone] C ... with direction to accelerate the program. The DAU courses that [we] attended also have contributed significantly to the program's success."*

*—Vince Squitier, PMW 170 Program Manager*

- **DoD Biometrics**—DAU helped the Army Project Office for DoD Biometrics establish integrated product teams (IPTs) with participation of the military services, Office of the Secretary of Defense, Federal Bureau of Investigation, and the Department of Homeland Security. An IPT kickoff conference marked a milestone in the transition of an initial Iraq/Afghanistan biometrics quick reaction capability to a program of record.



This was critical to preparing for a biometrics enabling capability full deployment decision in June 2011.

- **Joint Precision Approach Landing System (JPALS)**—DAU facilitated a program improvement workshop for the JPALS Program Office (PMA 213) focusing on the effectiveness of program metrics as to maturity, program team understanding, and usefulness in making program decisions. During the workshop, DAU coordinated with PMA 213 government and Raytheon teams to build 13 joint IPT charters, setting the stage for the program to effectively meet future challenges.



# Initiatives that Transform

- **CON 090**  
**Federal Acquisition Regulation (FAR) fundamentals**

CON 090 was developed in FY09 at the request of the Contracting functional community and deployed in FY10. There were 33 offerings with 837 graduates. This foundational course for new hires is a 4-week resident course that provides a total immersion into the FAR and the Defense Federal Acquisition Regulation Supplement. CON 090 is a limited lecture, exercise-intensive curriculum. Participants analyze contracting business scenarios developed through research of the FAR and its supplements. The course is presented in four modules: Contracting Overview, Contract Planning, Contract Formulation, and Contract Management.



## ■ Conclave

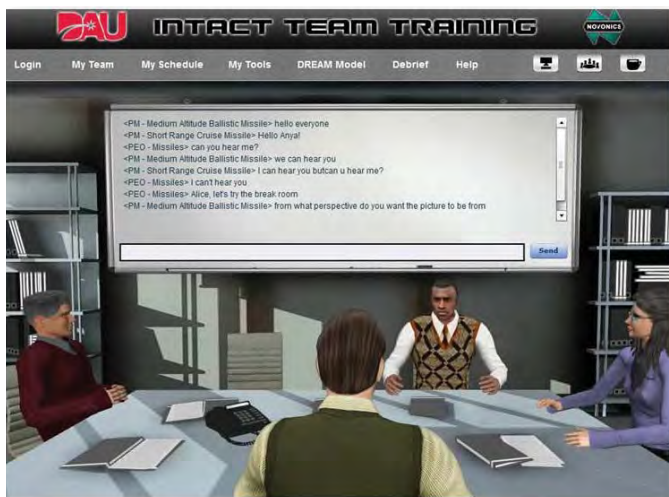
### A family of immersive learning simulation technologies for intact team training

Conclave is a means of assessing the readiness of a team to tackle a particular task. In short, Conclave represents “live-fire acquisition training.” Conclave immerses the learners in a virtual program office where they encounter structured learning experiences that mirror real-life challenges. Its acquisition team simulations offer opportunities to exercise leadership behaviors, conduct interpersonal interactions, and perform decision-making activities. Learners experience a wide range of challenging scenarios presented within a flexible virtual environment. Currently, Conclave consists of several simulation tools, including the Intact Team Trainer and Acquisition Challenge.

The Intact Team Trainer is a micro-world based in an office setting. With rooms and tools corresponding to office, conference room, and break room environments, players interact with each other to perform real-world tasks. Computer capture of interactions allows the facilitator to have a wealth of information to discuss with the team and draw out lessons learned. The Intact

Team Trainer can be played either in a classroom or over the Internet. The flexible platform allows the creation of multiple scenarios based on today’s acquisition challenges.

Acquisition Challenge puts teams in charge of the development of a soldier rescue system. The decisions the team makes, including which concept to pursue and which technologies to mature, determine the ongoing success or



failure of the program. Compressing years of development into just a few hours, Acquisition Challenge poses realistic problems and opportunities that must be balanced against performance, schedule, and budget requirements.



# Initiatives that Transform

## ▪ Dragonfly simulation

In 2010, DAU deployed the Dragonfly simulation, which puts program management students in the shoes of contractors charged with developing affordable unmanned ground vehicles. Future leaders of defense acquisition programs are using this new simulation to grapple with the tough trade-offs inherent in building military vehicles. Players must select from a wide range of design options for various vehicle characteristics to meet specific requirements set by an instructor.

Next, to learn if their designs pass muster on the battlefield, the students drive the virtual vehicles through simulated missions that mix realistic threats, such as mines, with the allure of video games. But the students must also avoid the pitfalls of budget-busting decisions. They are given both unit procurement cost and life-

cycle cost constraints. The Dragonfly software automatically computes these costs for them as their design evolves.

Dragonfly allows students to go through the design process and then use the modeling and simulation program to glean useful feedback. It demonstrates how design choices impact the vehicle's performance. This enables users to understand and visualize the systems engineering process.

This new simulation is a key tool for DAU's Program Management Office Course (PMT 352). It is used for about six of the 19 days in the course. The introduction of Dragonfly and other efficiencies helped trim the course from 22 to 19 days.



## ■ Collaborative training rooms

To meet the needs of today's learners, DAU has created several collaborative classrooms using state-of-the-art media equipment designed to enhance learning. Collaborative classrooms accelerate learning by facilitating small group interactions, hands-on applications, and computer-based simulations.

**Media:scape**—Students, working in groups and facilitated by technology, solve real-world acquisition problems. DAU's media:scape facilitates seamless switching of information from



multiple laptops to team room monitors. These multiple monitors provide for a mixture of displayed information

as it is entered by team members. Data and ideas can be shared, compared, and evaluated as the team collaborates to arrive at a solution.

**TelePresence**—Through TelePresence, students engage in face-to-face discussion with counterparts across the country. Telepresence is a high-definition, immersive video conferencing environment that provides true-to-life communications. It provides the ideal setting for small-group training that requires interaction with others located elsewhere.



**360° Learning Classroom**—Classroom lectures are also enhanced by today's media technology. DAU's 360° Learning Classroom displays course



content in a variety of ways to support immersion and retention. It provides different spaces for different learning processes and styles and supports up to three separate team activities in one room. This classroom also provides multiple stages for instruction—there is no back row.

**Executive Classroom**—The Executive Classroom provides for traditional and small group instruction with a roundtable atmosphere. It supports video conferencing, recording of speakers or class discussions, and two concurrent displays from one or two media sources.





# ***DAU Learning Assets***

The Defense Acquisition Workforce is a talented and diverse group of individuals working toward a common goal: to improve acquisitions for the Department of Defense and the warfighter. To do this, they need the proper training and follow-on support. DAU is able to accelerate the pace at which workforce members become proficient by supporting them not only through certification training courses but also through access to other learning assets at work, at home, and on the go. DAU's continuous learning modules and online knowledge sharing resources are available 24 hours a day, seven days a week to refresh knowledge and provide answers to questions that arise on the job. Mission assistance is available to acquisition organizations and teams as they address critical acquisition issues. All of DAU's informal learning offerings are available to the Defense Acquisition Workforce even after their formal training is completed, and such assets can further improve job performance. In 2010, DAU achieved significant growth in learning hours and reached more students than ever before as the university strived to achieve its vision of "enabling the Defense Acquisition Workforce to achieve the right acquisition outcomes."



## ***Training***

The Defense Acquisition Workforce Improvement Act (DAWIA) requires all Defense Acquisition Workforce members to be certified for the positions they hold. There are three certification levels for each of the 15 career fields. Through DAU's core certification and Core Plus training courses, workforce members fulfill the training requirements for certification in their respective career fields. DAU uses innovative classroom approaches to reach all learners and accommodate different learning styles, which accelerates progress toward certification. In FY10, there were:

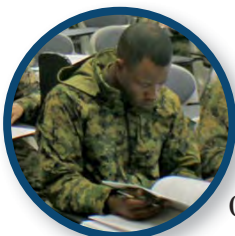
- 7,947,055 hours of training (23 percent increase over FY09)
- 238,851 graduates (23 percent increase over FY09)
- 192,968 online graduates (25 percent increase over FY09)
- 45,883 classroom graduates (16 percent increase over FY09)



## **Continuous Learning**

Defense Acquisition Workforce members are required to earn 80 continuous learning points every 24 months to stay current in their career fields. DAU's Continuous Learning Center (CLC) places cutting-edge modules on the latest initiatives and newest policy changes at the fingertips of the workforce, whenever and wherever they want. The anytime availability of the CLC accelerates the workforce's ability to meet continuous learning requirements. In FY10, there were:

- 245 continuous learning modules (CLM) available in the online DAU CLC (4 percent increase over FY09)
- 624,859 completions of CLMs (26 percent increase over FY09)
- 2,150,675 contact hours (20 percent increase over FY09)



## **Mission Assistance**

Through DAU's Mission Assistance program, seasoned faculty are paired with acquisition organizations and leaders to extend services beyond the classroom and into the workplace. Organizations ranging from smaller acquisition teams to larger major defense acquisition programs receive advice, consulting, rapid-deployment training on new initiatives, or training targeted to address their unique mission needs. With this important reach-back program, DAU accelerates enhanced job performance and improved acquisition outcomes. In FY10, there were:

- 586 consulting, targeted training, and rapid-deployment events (2 percent increase over FY09)
- 559,478 consulting, targeted training, and rapid-deployment contact hours (14 percent increase over FY09)



## **Knowledge Sharing**

DAU's knowledge sharing program accelerates individual and organizational performance through easy access to information that improves efficiency, innovation, and effectiveness. These online acquisition resources reach the Defense Acquisition Workforce outside the traditional learning space to enhance job performance and improve acquisition outcomes. In FY10, there were:

- 789,843 contact hours on the Defense Acquisition Portal (13 percent increase over FY09)
- 896,051 contact hours on the Acquisition Community Connection (66 percent increase over FY09)







# Accelerating

## Training

DAU's seasoned faculty members are expert practitioners with extensive real-world experience. This experience is leveraged in developing and delivering DAU's training courses by combining it with the latest technology to infuse real-world situations into courses. With access to advanced learning resources, the faculty is able to foster different learning styles of the workforce and accelerate the retention of knowledge.







## **FY10 Training Accomplishments**

- Sponsored 26 Defense Acquisition Executive Overview Workshops for 267 general officers, flag officers, Senior Executive Service members, political appointees, senior direct reports, and congressional staffers
- Facilitated 17 Requirements Executive Overview Workshops for 104 general officers, flag officers, and Senior Executive Service members
- Fielded Intermediate Information Systems Acquisition (IRM 202), a new certification course that replaced Intermediate Information Systems Acquisition (IRM 201) and Intermediate Software Acquisition Management (SAM 201)
- Deployed Advanced Contingency Contracting Officer's Course (CON 334)
- Delivered first in-house offering of Advanced International Management Workshop (PMT 304)
- Deployed Advanced Concepts and Skills for Requirements Management (RQM 310)
- Fielded two new logistics courses: Reliability, Availability, and Maintainability (LOG 103) and Intermediate Systems Sustainment Management (LOG 206)
- Conducted successful student pilot of Advanced Concepts in Cost Analysis (BCF 302)
- Expanded Program Manager's Course (PMT 401) delivery to Midwest Region

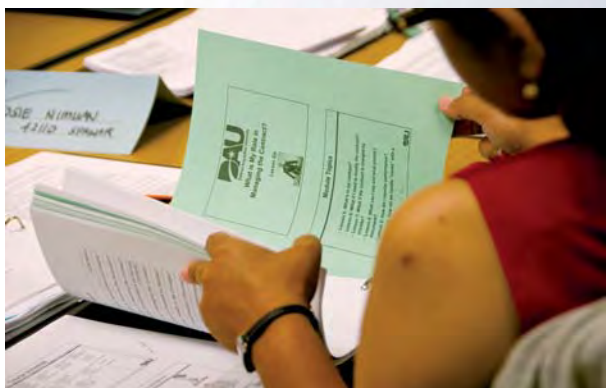
# Accelerating Training

## Requirements Executive Overview Workshop (REOW)

DAU conducted 17 REOWs during FY10. REOWs support the certification requirements of Section 801 of the 2007 National Defense Authorization Act. Topics covered in each workshop include the purpose and intent of the certification requirement; the role of the requirements manager; “Big A” acquisition; the Joint Capabilities Integration and Development System; the Defense Acquisition Management System; key interactions between requirements and acquisition functions (science and technology, systems engineering, test and evaluation, and logistics); and the Planning, Programming, Budgeting, and Execution System. Participants included: Gen. Donald Hoffman, USAF, commander, Air Force Materiel Command; ADM Jonathan Greenert, USN, vice chief of naval operations; Gen. Robert Kehler, USAF, commander, Air Force Space Command; Maj. Gen. Michael Basla, USAF, vice commander, Air Force Space Command; Gen. Raymond Johns, Jr., USAF, commander, Air Mobility Command; and Gen. Stephen Lorenz, USAF, commander, Air Education and Training Command.

## DAU Deploys Advanced Contingency Contracting Officer's Course

The Advanced Contingency Contracting Officer's Course (CON 334), deployed in January 2010, addresses contingency contracting gaps identified by the Commission on Army Acquisition and Program Management in Expeditionary Operations (Gansler Commission). This critical course covers sustainment contracting, major source selection, cost and price analysis, and reconstruction. It provides just-in-time training to senior-level contracting personnel deploying to management positions, ensuring they are prepared for the uncertainties they will confront in a contingency environment.



**112 courses**

**1,722 course offerings**

**238,851 graduates**



## **DAU Delivers First In-House Offering of PMT 304**

DAU presented the first in-house offering of Advanced International Management Workshop (PMT 304). The workshop, designed for professionals involved in the development or execution of international cooperative agreements, is required for program management professionals in the International Program Management career path. Previous offerings were presented with substantial contractor support. One of DAU's Section 852 initiatives has been the enhancement of international program management expertise.

## **Advanced Concepts and Skills for Requirements Management Course Introduced**

Advanced Concepts and Skills for Requirements Management (RQM 310) is a key course required for certification under Section 801 of the 2007 National Defense Authorization Act. The course includes discussions, exercises, and computer simulations covering Joint Capabilities Integration and Development System (JCIDS) analysis, interactions within JCIDS and between JCIDS and the Defense Acquisition System, developing requirements, and rapid-response situations. DAU conducted the RQM 310 student pilot June 21–25 and held the first regular class offering August 16–20. Twenty-two students from the Services, combatant commands, Joint Staff, and defense agencies completed the offering.



## **Defense Acquisition Executive Overview Workshop (DAEOW)**

DAU conducted 26 DAEOWs during FY10. DAEOWs provide training to general/flag officers, Senior Executive Service civilians, and congressional staffers who have little or no systems acquisition experience and whose current or next assignment requires interfacing with the acquisition community. The course is 100 percent tailored to the needs of the participant and is conducted on demand. Topics have included: the latest update to Department of Defense Instruction 5000.02; the Planning, Programming, Budgeting, and Execution System; the Joint Capabilities Integration and Development System; requirements and capabilities; rapid acquisition; the 2009 Weapon Systems Acquisition Reform Act; software acquisition management; intellectual property; acquisition reporting; risk management; earned value management; and business case analyses. FY10 was the first time DAU used its TelePresence capability to conduct DAEOWs, drawing on faculty expertise from across the university. DAEOW participants included:

- The Honorable Joseph Westphal, under secretary of the Army
- MG (P) Michael Oates, USA, the newly confirmed director of the Joint Improvised Explosive Device Defeat Organization (JIEDDO)
- Ellen Maldonado and Kate Kaufer, professional staff members from the Senate Appropriations Committee
- Jay Heath and Church Hutton, minority staff members for the Senate Armed Services Committee responsible for Army programs
- MG James Rogers, USA; Eric Edwards; Steven Cornelius; and Julie Locker at Redstone Arsenal, AL

## Reliability, Availability, and Maintainability Course Deployed

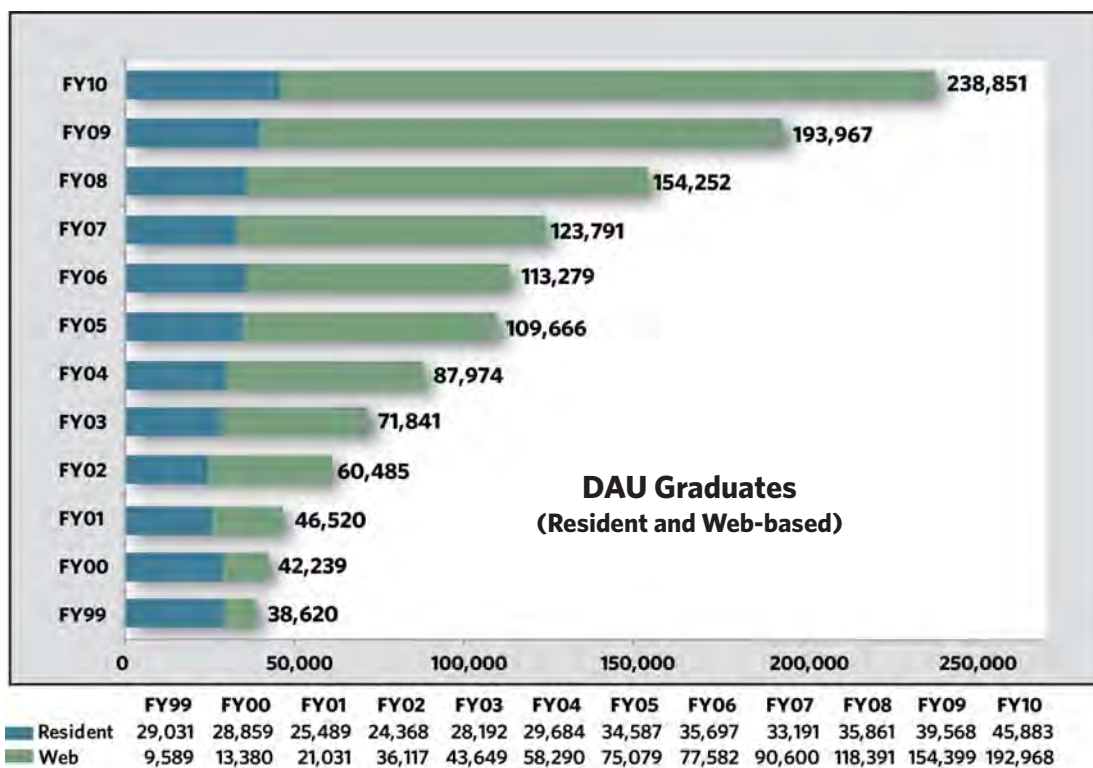
On March 22, DAU deployed the Reliability, Availability, and Maintainability course (LOG 103), its newest life cycle logistics course. LOG 103 is a self-paced, web-based distance learning course that replaces the former Reliability and Maintainability course (LOG 203), which will no longer be offered. Professionals who complete LOG 103 will understand the relationships among reliability, availability, and maintainability as critical factors in design, performance, cost, and sustainment.

## Advanced Concepts in Cost Analysis (BCF 302) Student Pilot

DAU conducted a highly successful student pilot of Advanced Concepts in Cost Analysis (BCF 302) from June 8 to 18. This new course, required for Business-Cost Estimating Level III certification, is designed for mid- to senior-level cost estimators to apply their skills in developing and preparing cost estimates for all major defense acquisition programs and major automated information systems.

## New Transformational Leadership Course

On March 26, 21 supervisors, representing both the Defense Acquisition Workforce and industry, participated in a student pilot of DAU's new Leader as Coach course (ACQ 453). The course's main objective is to help acquisition leaders set transformational goals and inspire their teams using results-driven coaching principles and techniques. Topics covered include: principles and practices that encourage and reward initiative, continuous and purposeful growth, innovation, agility, listening, collaboration, and accountability. ACQ 453 is the fourth offering in DAU's portfolio of leadership courses that focus on elements of leadership with the greatest potential benefit to Defense Acquisition Workforce leaders.





# 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 370	Acquisition Law
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
ACQ 453	Leader as Coach

## Business, Cost Estimating, and Financial Management

BCF 102	Fundamentals of Earned Value Management*
BCF 103	Fundamentals of Business Financial Management*
BCF 106	Fundamentals of Cost Analysis*
BCF 107	Applied Cost Analysis
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) and Major Automated Information Systems (MAIS)
BCF 211	Acquisition Business Management
BCF 215	Operating and Support Cost Analysis
BCF 262	Earned Value Management System (EVMS) Validation and Surveillance
BCF 263	Principles of Schedule Management
BCF 301	Business, Cost Estimating, and Financial Management Workshop
BCF 302	Advanced Concepts in Cost Analysis

## Contracting

CON 090	Federal Acquisition Regulation (FAR) Fundamentals
CON 100	Shaping Smart Business Arrangements*
CON 110	Mission Support Planning*
CON 111	Mission Strategy 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	Joint 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 334	Advanced Contingency Contracting Officer's Course
CON 353	Advanced Business Solutions for Mission Support
COR 206	Contracting Officer's Representative in a Contingency Environment
COR 222	Contracting Officer's Representative Course

## Facilities Engineering

FE 201	Intermediate Facilities Engineering*
FE 301	Advanced Facilities Engineering

## 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

## Information Systems Acquisition

IRM 101	Basic Information Systems Acquisition*
IRM 201	Intermediate Information Systems Acquisition
IRM 202	Intermediate Information Systems Acquisition
IRM 304	Advanced Information Systems Acquisition

## Logistics

LOG 101	Acquisition Logistics Fundamentals*
LOG 102	Systems Sustainment Management Fundamentals*
LOG 103	Reliability, Availability, and Maintainability*
LOG 200	Intermediate Acquisition Logistics, Part A*
LOG 201	Intermediate Acquisition Logistics, Part B
LOG 203	Reliability and Maintainability*
LOG 204	Configuration Management*
LOG 206	Intermediate Systems Sustainment Management*
LOG 210	Supportability Manager Tools
LOG 235	Performance-Based Logistics, Part A*
LOG 236	Performance-Based Logistics, Part B
LOG 350	Enterprise Life Cycle Logistics Management

## 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 203	Preparation of Commercial Item Description for Engineering and Technical Personnel**
PQM 301	Advanced Production, Quality, and Manufacturing

## Program Management

PMT 202	Multinational Program Management
PMT 203	International Security and Technology Transfer/Control
PMT 250	Program Management Tools**

PMT 251	Program Management Tools Course, Part I*
PMT 256	Program Management Tools Course, Part II**
PMT 304	Advanced International Management Workshop
PMT 352A	Program Management Office Course, Part A*
PMT 352B	Program Management Office Course, Part B
PMT 401	Program Manager's Course
PMT 402	Executive Program Manager's Course
PMT 403	Program Manager's Skills

## Requirements Management

RQM 110	Core Concepts for Requirements Management*
RQM 310	Advanced Concepts and Skills for Requirements Management
RQM 403	Requirements Management Executive Overview

## Software Acquisition

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

## Systems Planning, Research, Development, and Engineering—Science and Technology (S&T) Managers

STM 202	Intermediate S&T Management
STM 303	Advanced S&T Management

## Systems Planning, Research, Development, and Engineering—Systems Engineering

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 102	Fundamentals of Test and Evaluation*
TST 203	Intermediate Test and Evaluation
TST 302	Advanced Test and Evaluation
TST 303	Advanced Test and Evaluation

\* Distance Learning

\*\* Facilitated Online

All other courses are Resident







# **Accelerating**

## **Continuous Learning**



As new policies and initiatives emerge, the workforce must be quickly brought up to speed. They must also refresh the skills used in performing their jobs by earning 80 continuous learning points every 24 months. DAU's Continuous Learning Center offers instant access to an extensive set of acquisition-related continuous learning modules. These modules, available anytime and anywhere, accelerate the workforce's ability to stay current and meet their continuous learning requirements.





## **FY10 Continuous Learning Accomplishments**

Deployed 14 new continuous learning modules:

- Rates (CLB 029)
- Data Collection and Sources (CLB 030)
- Online Representations and Certifications Application (CLC 061)
- Contracting Officer's Representative in a Contingency Environment (CLC 206)
- Contracting Officer's Representative Online Training (CLC 222)
- Understanding the DoD Information Assurance Certification and Accreditation Process (DIACAP) (CLE 034)
- Grounding, Bonding, and Shielding (CLE 047)
- Practical Software and Systems Measurement (CLE 060)
- Human Systems Integration (CLE 062)
- Capability Maturity Model-Integration (CMMI) (CLE 063)
- Preventing Counterfeit Parts from Entering the DoD Supply System (CLL 032)
- Time Management (CLM 051)
- Capabilities-Based Assessment (CLR 250)
- Developing Requirements (CLR 252)

# Accelerating Continuous Learning

## Contingency Contracting Continuous Learning Module Fielded

DAU fielded a new continuous learning module, Contracting Officer's Representative in a Contingency Environment (CLC 206). This module is designed specifically for contracting officer's representatives (CORs) who are deployed in a contingency environment. It covers the basics of contracting along with the ethical situations and cultural differences a COR may experience while deployed in a contingency operation. CLC 206, available online to Defense Acquisition Workforce employees worldwide through the DAU Continuous Learning Center, supports the Under Secretary of Defense for Acquisition, Technology and Logistics's (USD(AT&L)) March 29, 2010 policy letter requiring completion of contingency contracting training prior to assignment as a COR in a contingency environment.



**245 continuous learning modules**

**14 new modules added**

**624,859 completions**

**2,150,675 content hours delivered**



## Human Systems Integration (CLE 062)

This module provides the learner with the basic understanding of human systems integration (HSI) as part of the Department of Defense's Total Systems Engineering approach for optimizing system performance and minimizing total ownership costs. Students are also introduced to the HSI domains of human factors engineering, personnel, habitability, manpower, training, environment, safety and occupational health, and survivability.

## Two New Modules for Cost Estimating

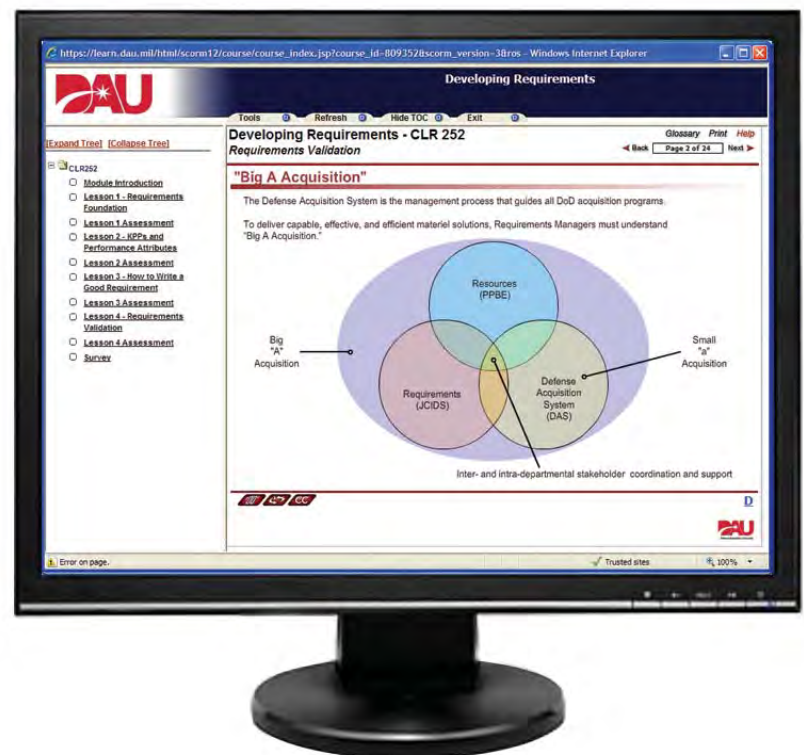
Rates (CLB 029) introduces the basics of wrap rate development as it relates to cost estimating. At the conclusion of this module, students are able to describe portions of a cost estimate that require the use of wrap rate calculations. They are also able to describe the components for building an estimate using engineering standards as well as calculate a wrap rate or fully burdened labor rate.

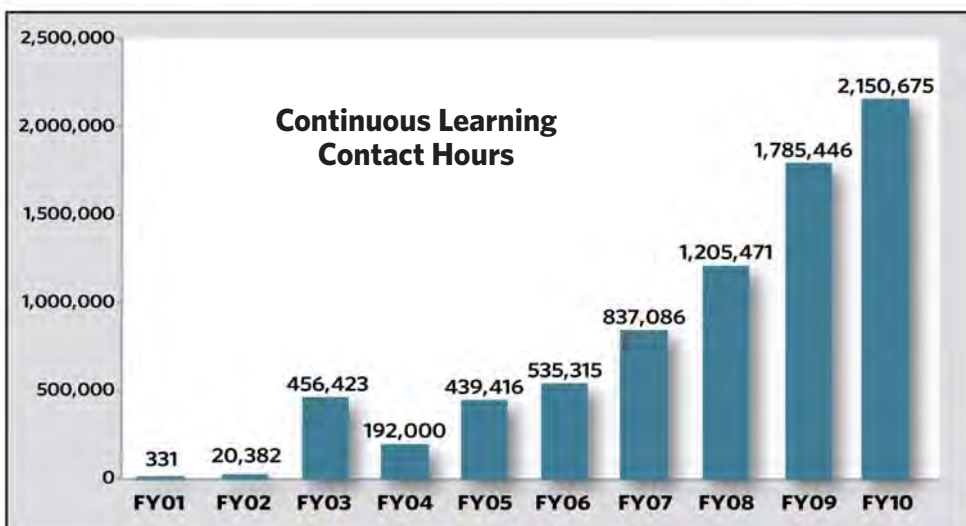
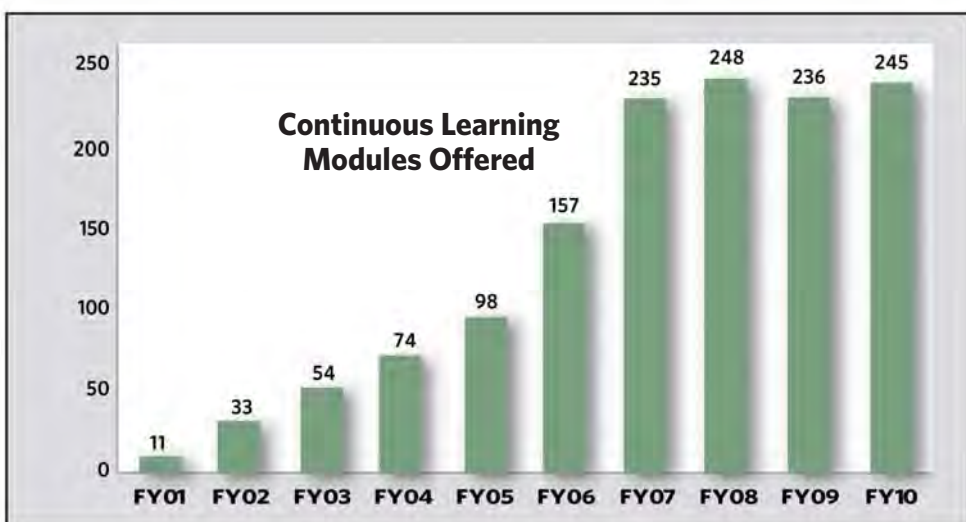
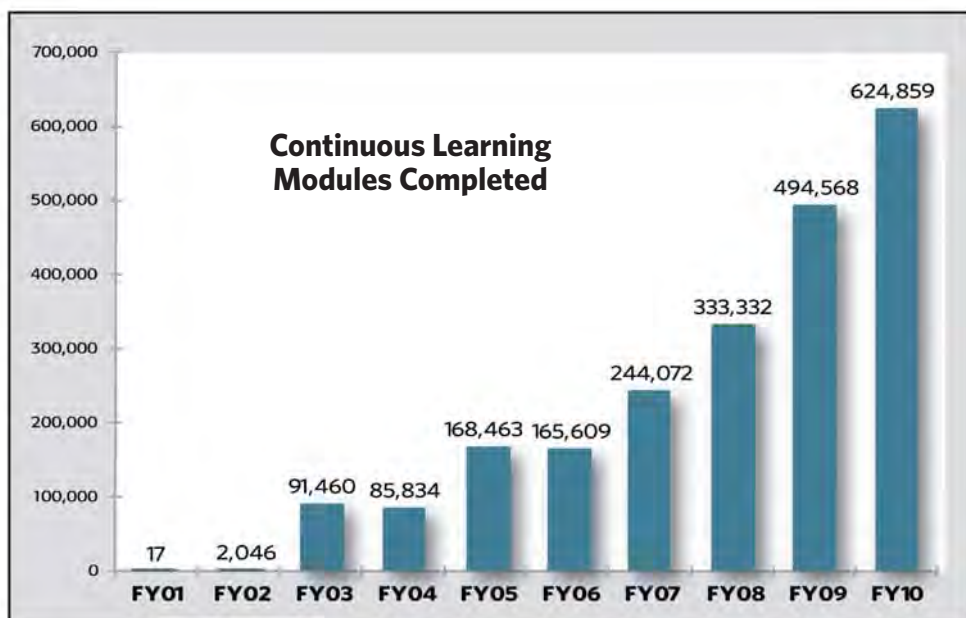
Data Collection and Sources (CLB 030) introduces the basics of data sources and collection as it relates to cost estimating. At the conclusion of this module, students are able to describe various data sources used in the construction of a cost estimate. Students are also able to explain the necessity of having programmatic and technical data in addition to cost data as well as give illustrations of various problems relating to the collection and analysis of data.

## Continuous Learning Modules for Requirements

DAU released two new continuing learning modules to help requirements managers in different phases of the Joint Capabilities Integration and Development System (JCIDS):

- Capabilities-Based Assessment (CLR 250) is a comprehensive introduction to planning and organizing capabilities-based assessments (CBAs). The module covers CBA definitions, pre-planning research, CBA team building and planning, and the CBA study phase.
- Developing Requirements (CLR 252) explains how to develop key performance parameters (KPPs) and key system attributes (KSAs). CLR 252 examines the relationship of KPPs and KSAs to technical requirements and how to process top-level requirements through staffing and validation. The module is for requirements managers and other managers who prepare and apply system attributes such as KPPs.







# Continuous Learning Modules

## Business Modules

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 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
CLB 026	Forecasting Techniques
CLB 029	Rates*
CLB 030	Data Collection and Sources*

## Contracting Modules

CLC 001	Defense Subcontract Management
CLC 003	Sealed Bidding
CLC 004	Market Research
CLC 005	Simplified Acquisition Procedures
CLC 006	Contract Terminations
CLC 007	Contract Source Selection
CLC 008	Indirect Costs
CLC 009	Service-Disabled, Veteran-Owned Small Business Program
CLC 011	Contracting for the Rest of Us
CLC 012	Contracting Officer's Representative (COR) Overview (HCAA)
CLC 013	Performance-Based Services Acquisition
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 030	Essentials of Interagency Acquisitions/Fair Opportunity

CLC 031	Reverse Auctioning
CLC 033	Contract Format and Structure for DoD eBusiness Environment
CLC 034	Provisional Award Fee
CLC 035	Other Transaction Authority for Prototype Projects: Comprehensive Coverage
CLC 036	Other Transaction Authority for Prototype Projects Overview
CLC 037	A-76 Competitive Sourcing Overview
CLC 039	Contingency Contracting Simulation: Barda Bridge
CLC 040	Predictive Analysis and Scheduling
CLC 041	Predictive Analysis and Systems Engineering
CLC 042	Predictive Analysis and Quality Assurance
CLC 043	Defense Priorities and Allocations System (DPAS)
CLC 044	Alternative Dispute Resolution
CLC 045	Partnering
CLC 046	Green Procurement
CLC 047	Contract Negotiation Techniques
CLC 050	Contracting with Canada
CLC 051	Government Property
CLC 054	Electronic Subcontracting Reporting System (eSRS)
CLC 055	Competition Requirements
CLC 060	Time and Materials Contracts
CLC 061	Online Representations and Certifications Application (ORCA)*
CLC 062	Intra-Governmental Transactions
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 Officer's 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
CLC 206	Contracting Officer's Representative in a Contingency Environment*
CLC 222	Contracting Officer's Representative Online Training*

## Engineering and 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 for Manufacturing
CLE 008	Six Sigma: Concepts and Processes
CLE 009	System Safety in Systems Engineering
CLE 010	Privacy Protection
CLE 011	Modeling and Simulation for 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 Assessments
CLE 022	Program Manager Introduction to Anti-Tamper
CLE 023	Modeling and Simulation for Test and Evaluation
CLE 025	Information Assurance (IA) for Acquisition Professionals
CLE 026	Trade Studies
CLE 028	Market Research for Engineering and Technical Personnel
CLE 029	Testing in a Joint Environment
CLE 031	Research, Development, and Engineering Command (RDECOM)
CLE 034	Understanding the DoD Information Assurance Certification and Accreditation Process (DIACAP)*
CLE 035	DTEPI Introduction to Probability and Statistics
CLE 036	Engineering Change Proposals for Engineers
CLE 037	Telemetry
CLE 038	Time Space-Position Information
CLE 039	Environmental Issues in Testing and Evaluation
CLE 040	IUID Marking
CLE 041	Software Reuse
CLE 043	Online Representations and Certifications Application (ORCA)

CLE 045	Introduction to DoD Science and Technology Management
CLE 047	Grounding, Bonding, and Shielding*
CLE 060	Practical Software and Systems Measurement*
CLE 062	Human Systems Integration*
CLE 063	Capability Maturity Model-Integration (CMMI)*
CLE 201	ISO 9000:2000
CLE 301	Reliability and Maintainability

## Government Purchase Card Modules

CLG 001	DoD Government Purchase Card
CLG 003	Defense Threat Reduction Agency (DTRA) Government Purchase Card
CLG 004	DoD Government Purchase Card Refresher Training
CLG 005	Purchase Card Online System (PCOLS)

## 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 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 004	Life Cycle Logistics for the Rest of Us
CLL 006	Depot Maintenance Partnering
CLL 008	Designing for Supportability in DoD Systems
CLL 011	Performance-Based Logistics
CLL 013	DoD Packaging
CLL 014	Joint Systems Integrated Support Strategies (JSISS)
CLL 015	Business Case Analysis
CLL 016	Joint Logistics
CLL 017	Introduction to Defense Distribution
CLL 019	Technology Refreshment Planning
CLL 020	Independent Logistics Assessments
CLL 022	Title 10 Depot Maintenance Statute Overview
CLL 023	Title 10 USC 2464 Core Statute Implementation

\*New Modules in FY10



# Continuous Learning Modules

## Logistics Modules (continued)

CLL 024	Title 10 Limitations on the Performance of Depot-Level Maintenance (50/50)
CLL 025	Depot Maintenance Inter-Service Support Agreements (DMISA)
CLL 026	Depot Maintenance Capacity Measurement
CLL 029	Condition-Based Maintenance Plus (CBM+)
CLL 030	Reliability-Centered Maintenance (RCM)
CLL 032	Preventing Counterfeit Parts from Entering the DoD Supply System*
CLL 034	SLAMIS (SSN-LIN Automated Management and Integrating System)
CLL 119	Technical Refreshment Implementation
CLL 201	Diminishing Manufacturing Sources and Material Shortages Fundamentals
CLL 202	Diminishing Manufacturing Sources and Material Shortages Executive Overview
CLL 203	Diminishing Manufacturing Sources and Material Shortages Essentials
CLL 204	Diminishing Manufacturing Sources and Material Shortages Case Studies
CLL 205	Diminishing Manufacturing Sources and Material Shortages for Technical Professionals
CLL 206	Parts Management Executive Overview

## Acquisition Management and Program Management Modules

CLM 003	Ethics Training for the AT&L Workforce
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 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
CLM 030	Common Supplier Engagement

CLM 031	Improved Statement of Work
CLM 032	Evolutionary Acquisition
CLM 033	DAWIA II
CLM 034	Science and Technology—Lesson from PMT 352A
CLM 035	Environmental Safety and Occupational Health—Lesson from PMT 352A
CLM 036	Technology Transfer and Export Control Fundamentals
CLM 037	Physical Inventories
CLM 038	Corrosion Prevention and Control Overview
CLM 039	Foundations of Government Property
CLM 040	Proper Financial Accounting Treatments for Military Equipment
CLM 041	Capabilities-Based Planning
CLM 044	Radio Frequency Identification
CLM 047	Fiscal and Physical Accountability and Management of DoD Equipment
CLM 048	Audit Readiness Requirements for DoD Equipment
CLM 049	Procurement Fraud Indicators
CLM 051	Time Management*
CLM 101	Analysis of Alternatives (USAF Process)
CLM 103	Quality Assurance Auditing
CLM 200	Item-Unique Identification (IUID)
CLM 500	ADL Implementation for Defense Acquisition Professionals

## Requirements

CLR 250	Capabilities-Based Assessment*
CLR 252	Developing Requirements*

## Standard Procurement System (SPS) Modules

SPS 100	SPS and Federal Procurement Data System-Next Generation (FPDS-NG) System Administrator
SPS 101	SPS and FPDS-NG User
SPS 102	Contracts for Production
SPS 103	SPS System Administration
SPS 104	Report Writing
SPS 105	Adapter Online Support Tool
SPS 106	Database Maintenance

## Harvard Business School Publishing ManageMentor® CL Modules

### Business Essentials Modules

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 222	Persuading Others
HBS 223	Presentation Skills
HBS 224	Writing Skills

### Personal Development Modules

HBS 212	Time Management
HBS 236	Career Management
HBS 237	New Manager Transitions
HBS 238	Stress Management

### Working with Teams Modules

HBS 220	Meeting Management
HBS 229	Team Leadership
HBS 239	Team Management
HBS 240	Virtual Teams
HBS 303	Leading Teams with Emotional Intelligence
HBS 306	Leading Teams with Emotional Intelligence (High Bandwidth)

### Working with Individuals Modules

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
HBS 301	Managing Difficult Conversations
HBS 302	Negotiating for Results
HBS 304	Managing Difficult Conversations (High Bandwidth)
HBS 305	Negotiating for Results (High Bandwidth)



# Conferences

## PEO/SYSCOM Commanders' Conference

DAU hosted the 2009 Program Executive Officers'/Systems Command (PEO/SYSCOM) Commanders' Conference at Fort Belvoir, VA, November 3–4, 2009. More than 500 people attended. This year's theme was "Reshaping Defense Acquisition for 21st Century Customers." Featured speakers included ADM Michael Mullen, chairman of the Joint Chiefs of Staff; the Honorable Ashton Carter, USD(AT&L); Shay Assad, director of defense procurement and acquisition policy; Dennis Muilenburg, president and chief executive officer of Boeing Integrated Defense Systems; and Myles Walton, senior aerospace/defense analyst at Oppenheimer & Company.



## DoD Business Managers' Conference

DAU hosted the 2010 DoD Business Managers' Conference at Fort Belvoir, VA, May 18–19. This year's conference theme, "Influencing the Future of DoD Acquisition," addressed acquisition reform's impact on the defense acquisition community and how the community can support the mission of the USD(AT&L). About 250 individuals participated in this conference, including cost estimators, earned value managers, and financial managers from the Defense Acquisition Workforce.

## Innovations in e-Learning Symposium

DAU, in partnership with George Mason University's Instructional Technology Program, presented the 6th Annual Innovations in e-Learning Symposium June 1–3 at the George Mason University campus in Fairfax, VA. The theme was, "Anytime, Anywhere Learning." Over 280 representatives from the military, government, and academic communities participated. The symposium included keynotes, workshops, and other sessions focusing on theory and practice in designing electronic games and simulations; new techniques for instructional software and application design; and use of mobile and smart technologies.

DAU presented a research project conducted in collaboration with eInstruction Corporation entitled, "Keeping Students Awake in Class—Creating Active Learning Environments with Interactive Classroom Technology."

## DAU presented at the following conferences in FY10:

- Air Force Training Command Conference
- Army Knowledge Conference
- Army Knowledge Summit (Fort Lee)
- Chief Learning Officer Fall and Spring Conferences
- Corporate University Week Conference
- Council on Occupational Education Annual Meeting and Summer Conference
- DAU/GMU Innovations in e-Learning Symposium
- DoD Business Managers' Conference
- DoD Procurement Conference
- International eLearning Conference
- Knowledge Advisors Conference
- NAVAIR Strategic Planning Conference
- Naval Postgraduate School Acquisition Research Conference

# DAU Alumni Association

The Defense Acquisition University Alumni Association was formed to provide a means for professional growth within the defense acquisition community and to promote DAU's reputation as a world-class acquisition learning resource. The Alumni Association brings together the best people, ideas, experiences, and skills for improving defense systems acquisition. The Board of Directors is composed of industry and government acquisition professionals.



President .....William Bahnmaier  
 VP Operations .....Wayne Glass  
 VP Membership.....Paul Alfieri  
 VP Symposium.....Shaw Cohe  
 VP Communications.....Daniel Somerset  
 Secretary .....George Linnemeier  
 Treasurer.....Bradford Brown  
 Director at Large.....Chris Feudo  
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 Associate Board Member .....Robert Daugherty  
 Associate Board Member .....Richard Hayes  
 DAU Liaison.....Joseph Johnson  
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 Navy Representative.....Patrick Morrow  
 Air Force Representative .....Dan Ward  
 Marine Representative.....Paul Lee

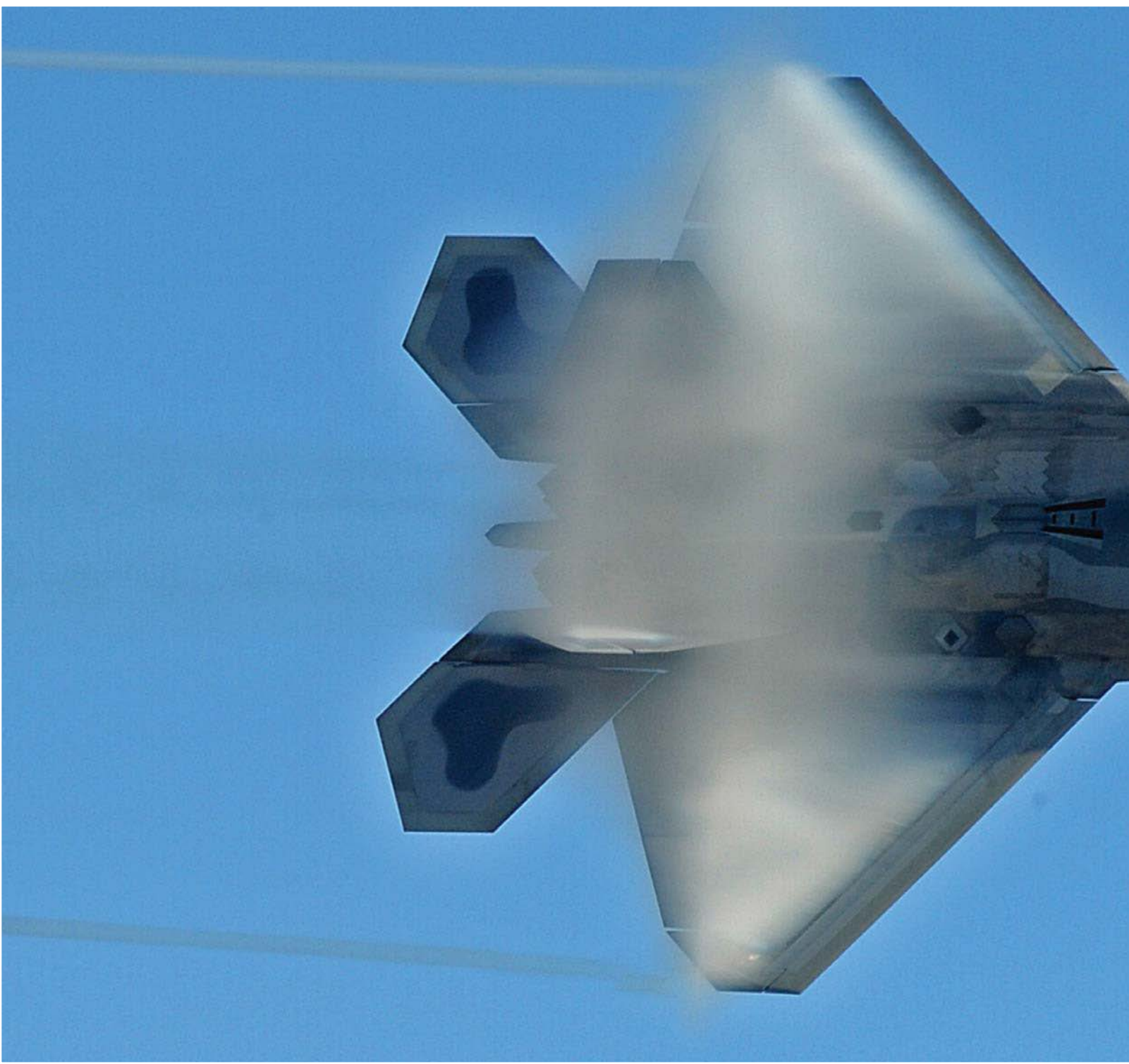
## DAU Hosts Successful Acquisition Community Symposium

“Achieving Excellence in a Changing Acquisition Environment” was the theme of the annual Acquisition Community Symposium, held April 13 at DAU's Fort Belvoir campus and simulcast to 10 sites throughout the country. More than 800 people attended the event, including 200 at the remote sites. The symposium provided Service-level and industry perspectives on implementing a new direction in acquisition leadership and management.

Throughout the conference, speakers and panels discussed topics such as “The Impact of the Quadrennial Defense Review on Acquisition” and “Technical Maturity and Cost Challenges Facing Defense Program Managers.” Principal Deputy Under Secretary of Defense for Acquisition, Technology and Logistics Frank Kendall delivered the keynote address.









# ***Accelerating***

## ***Mission Assistance***



By extending services beyond the classroom into the workplace, DAU helps acquisition field organizations improve mission performance. DAU's faculty help resolve program, technical, and business issues and do it exactly where the organizations need the help—in the workplace!





## **FY10 Mission Assistance Accomplishments**

- Conducted 46 Services Acquisition Workshops
- Provided more than 80 Contracting Officer's Representative courses
- Engaged with numerous major defense acquisition programs at critical points in their life cycles, to include: program startup workshops, program advisory roles, program assessments for milestone reviews, compliance reviews, and smart shutdown workshops
- Facilitated DAU's first Program Attorney's Acquisition Overview Course (TTM 001) using TelePresence to connect students at Fort Belvoir and San Diego campuses
- Graduated 24 Senior Service College Fellows: eight from the inaugural class at Aberdeen Proving Ground, MD; seven from Warren, MI; and nine from Redstone Arsenal, AL.
- Provided executive coaching for 22 senior military officers and civilians within DoD
- Expanded the tool set within Conclave, the immersive learning simulation for intact team training

# Accelerating Mission Assistance

## Contingency Contracting Officer's Representative (COR) Training

The COR serves as the liaison between the contractor and the contracting officer and is responsible for monitoring contractor performance. Contingency CORs must be well grounded in the fundamental technical and contract oversight duties of a COR, then be given unique training in applying those fundamentals in a contingency environment.

The COR course provides an understanding of the contracting process and the duties and authority of a COR. In FY10, DAU conducted more than 80 COR training events, including:

- 278th Armored Cavalry Regiment (headquartered in Knoxville, TN) at Camp Shelby, MS; and deployed to Iraq
- 1st Marine Expeditionary Force logistics personnel at Marine Corps Base Camp Pendleton, CA; and deployed to U.S. Central Command region
- U.S. Marines at Marine Corps Base Camp Pendleton, CA; and deployed to the Joint Contracting Command—Iraq/Afghanistan
- III Marine Expeditionary Force at Camp Kinser, Okinawa, Japan; and deployed throughout the Pacific
- U.S. Army Africa in Vicenza, Italy, for 30 personnel from the Army service component command for U.S. Africa Command
- Iowa National Guard at Camp Shelby, MS; and deployed to Afghanistan



**215 consulting events  
with 42,050 contact  
hours**

**363 targeted training  
events with 515,328  
contact hours**

**8 rapid-deployment  
events with 2,100  
contact hours**



## Services Acquisition Workshops

DAU conducted 46 Services Acquisition Workshops during FY10. These 4-day workshops are intact team training events for a specific acquisition team. The workshop walks the team through the complete seven-step sourcing process and focuses on developing performance-based requirements, business strategies, and assessment strategies. It includes several interactive learning sessions to enable the team to apply their learning to their organization's specific requirement. Workshops were held both in the United States and overseas, including:

- ***Yongsan Army Garrison in Seoul, Korea***—DAU worked with five separate teams to analyze their performance-based service requirements, and shape three contracts each worth more than \$100 million.
- ***Laudstuhl Regional Medical Center in Germany***—DAU helped the acquisition team prepare to develop the critical elements of their performance requirement, business strategy, and methods of assessing performance for the creation of a joint service European regional medical support contract. The team plans to have the new \$300 million contract in place by June 2011.
- ***Fort Meade, MD, and Carlisle Barracks, PA***—DAU facilitated Performance-Based Services Acquisition Workshops to help these two installations develop base operating services performance work statements (PWS).
- ***Missile Defense Agency (MDA) in Huntsville, AL***—DAU conducted a Performance-Based Services Acquisition Workshop for MDA flight test resources personnel currently preparing their initial task order under a newly awarded engineering support services contract. During the workshop, participants developed both the PWS and the quality assurance surveillance plan.

## Guardian Challenge Competition

From April 27–29, DAU and the Space and Missile Systems Center (SMC) conducted the Air Force Space Command's Guardian Challenge competition in Los Angeles. Six handpicked teams from major space acquisition organizations participated in the competition. DAU and SMC jointly developed a hard-hitting, current, and realistic scenario concerning a strategic gap in military satellite communications. The teams had to quickly assimilate a complex series of supporting artifacts and then build a comprehensive acquisition strategy roadmap. The competition culminated with the delivery of several required products and presentations by each team.



## Kuwait Base Operation and Sustainment/Services/Support

On January 5, DAU provided support to the source selection team for the Kuwait Base Operation and Sustainment/Services/Support contract, a multi-billion dollar effort, at the Rock Island Contracting Center. The mission assistance effort included training for the technical, management, and small business evaluation teams as well as for the Source Selection Evaluation Board team lead. Topics included the proper conduct of the team members, an overview of sections L and M of the request for proposal (RFP), and the criticality of properly documenting and recording individual and team findings during the RFP review.

### **MDAP Assistance to the Space-Based Infrared Systems (SBIRS) Program**

DAU provided MDAP assistance to the SBIRS program, one of Air Force Space Command's highest priority space systems. DAU conducted a detailed assessment of their systems engineering and integration organizational construct and associated alignment with their prime contractor. The SBIRS Program Office was preparing an RFP, estimated at over \$30 million, intended to fill critical manning shortfalls and calling for a wide range of unique engineering support they urgently needed during their ongoing evaluations of prime contractor performance. DAU provided several recommendations on contracting strategies, prime contractor alignment, and systems engineering life cycle considerations. SBIRS adopted all of the recommendations.

### **DAU Conducts Training for Integrated Baseline Review**

On October 6, DAU conducted training for the Virginia Class Submarine Block III Construction Program Office, Naval Sea Systems Command (NAVSEA PMS 450A). The training was to prepare the program office for its integrated baseline review. Participants included members of the program office and representatives of the Supervisor of Shipbuilding (SUPSHIP) Newport News, SUPSHIP Groton, the Navy Center for Earned Value Management, General Dynamics/Electric Boat (the prime contractor), and Northrop Grumman. The Block III fixed-price incentive-fee contract for the construction of eight submarines is valued at \$14.1 billion.

### **Joint Capability Technology Demonstrations (JCTD)**

DAU participated in the JCTD Candidate Nomination Board (CNB), chaired by the Director of the Rapid Fielding Directorate, May 25–27. The CNB, made up of representatives of the combatant commands (COCOMs) and the Services, assesses the operational relevance, technical and programmatic feasibility, and risks of proposed JCTD projects. From these candidates, the CNB nominates those most important to the COCOMs, supported by the Services, and at an acceptable risk level. DAU's programmatic and technical subject matter experts provided advice on the ability of each proposed project to execute within the planned budget and schedule; their levels of technological, software, and integration readiness; and other risk areas.

### **Consolidated Afloat Networks and Enterprise Services (CANES)**

DAU conducted two exercises to help CANES Program Office members identify risks and develop strategies to accomplish a successful critical design review (CDR) within seven months of contract award. The more than 90 members of the CANES team in attendance consisted of program management, systems engineering, production, and application integration personnel who will oversee development contractors through the preliminary design review, Milestone B, and CDR. Participants commented that the event was a great success and will lead to greater communication within the CANES team and an increased knowledge of how to manage the upcoming contract.



## **Acquisition Strategy Workshop**

On June 22 and 23, DAU conducted an Acquisition Strategy Workshop for the 526th Intercontinental Ballistic Missile (ICBM) Systems Group at Hill Air Force Base, UT. Requested by Brig. Gen. John Thompson, the new Air Force program executive officer for strategic systems, this 2-day forum explored a wide array of acquisition options available to the ICBM development and sustainment teams. The forum was interactive and well-received. DAU is prepared to engage in a variety of mission assistance activities as needed by the ICBM program as their acquisition strategy evolves.

## **Contracting Officer's Representative Course (COR 222) at the Pacific Missile Range Facility**

DAU presented COR 222 to 32 CORs at the Pacific Missile Range Facility (PMRF) Barking Sands, Kauai, HI. The CORs completing this course, which provides an understanding of the contracting process and the duties and authority of a COR, will be involved in administering the PMRF's complex Range Operating Services/Base Operations Support Services contract.

## **COR Course for National Security Agency**

Using the model COR curriculum developed under the auspices of the Panel on Contracting Integrity, DAU presented a 4-day COR course for 31 National Security Agency (NSA) personnel. This effort is part of an ongoing project to train a substantial number of NSA personnel as CORs. Each day's training featured a representative of the NSA contracting office who answered NSA-specific contracting questions and provided information about contracting policies unique to NSA.

## **DAU Hosts COR Course for U.S. Army Garrison**

DAU conducted a 4.5-day COR course for 28 people from U.S. Army Garrison Fort Belvoir, VA, March 8–12. This was a unique, urgent mission assistance effort to train various departments, such as the Contract Management Support Office; the directorates of Emergency Medical Services; Family and Morale, Welfare, and Recreation; Logistics; Public Works; and Plans, Training, Mobilization, and Security; the Inspector General's Office; and the Staff Chaplain that support the garrison. On the last day of class, subject matter experts from the garrison answered Fort Belvoir-specific contracting and associated policy questions.

## **DAU Partners with PMA 274 Presidential Helicopter In-Service Team**

On March 2 and 3, DAU facilitated an integrated product team (IPT) effectiveness workshop with the PMA 274 Presidential Helicopter In-Service Team located at Naval Air Systems Command (NAVAIR), Naval Air Station Patuxent River, MD. The effort focused on the identification of team effectiveness barriers and the completion of a joint IPT charter. The in-service team, which was composed of the PMA 274 Program Team, Sikorsky Aircraft Corporation (the prime contractor), NAVAIR supporting competencies, and the user community, completed a team effectiveness survey. The DAU team then used the ThinkTank collaboration tool to help break down the top organizational barriers identified by the survey. The team workshop effort concluded with the development of a draft joint IPT charter.

## **Evolved Expendable Launch Vehicle (EELV)**

DAU participated in the EELV program's "Should Cost" Review. As a member of the Executive Acquisition Group, DAU participated in site review visits and reviewed draft cost reduction initiatives.

## JCTD Process and Execution Overview Course

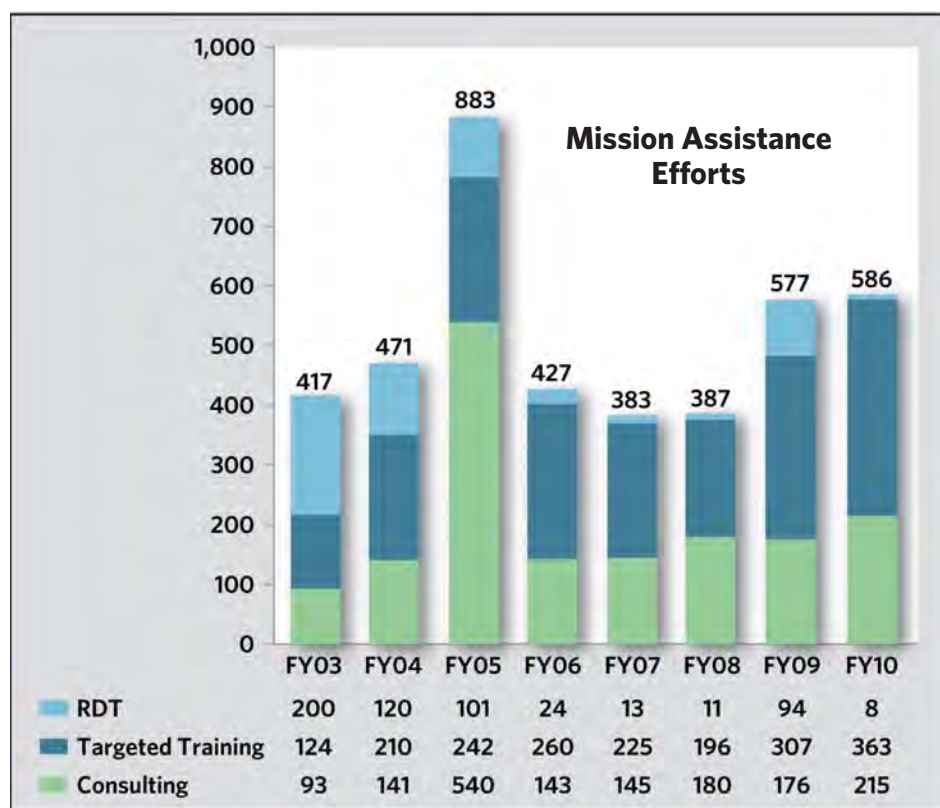
DAU presented an offering of the JCTD Process and Execution Overview Course at Fort Belvoir, VA. The 15 students represented several of the Services, defense agencies, and combatant commands. Subject matter experts from the JCTD Program Office joined DAU faculty in providing specialized topic instruction pertinent to the JCTD program. The students were enthusiastic and appreciative of the course. Follow-on engagements with these new JCTD managers are anticipated as they move into execution of their JCTD projects. DAU also conducted a JCTD management course at Huntsville, AL, for 17 students from across the DoD science and technology community. The course equipped the students to meet the management challenges associated with JCTDs.

## Joint Improvised Explosive Device Defeat Organization (JIEDDO)

From February 16 to 26, DAU, joined by representatives of the Defense Contract Management Agency, conducted a “quick-look” review for the JIEDDO director, LTG Michael Oates, USA. The review provided LTG Oates with findings, observations, and considerations in five areas of inquiry regarding JIEDDO’s capabilities approval and acquisition management processes. LTG Oates invited representatives from OUSD(AT&L); the OSD Comptroller; the Government Accountability Office; and the Office of the Director, Cost Assessment and Program Evaluation, to participate in the outbrief.

## Missile Defense Agency (MDA) Intact Team Training

DAU conducted tailored earned value management (EVM) training for the MDA Ground-Based Interceptor (GBI) office December 9–10. DAU faculty used the GBI schedule and EVM data to tailor the training for 35 attendees. The program manager for the current interceptor decided to conduct a mock EVM review with participants playing the roles of Boeing, GBI program manager, Defense Contract Management Agency, and a GBI EVM analyst, with DAU faculty facilitating and providing feedback on the session. DAU also provided recommendations for improving the implementation of EVM in the GBI program.









# ***Accelerating Knowledge Sharing***



DAU's AT&L Knowledge Management System speeds the distribution of knowledge by providing one online location for the workforce to access the latest policies, directives, and instructions. The system connects acquisition professionals from government organizations, industry, and academia by hosting interactive forums accelerating the sharing of knowledge.





## **FY10 Knowledge Sharing Accomplishments**

- Welcomed 100,000th member to the Acquisition Community Connection
- Created four new online communities in the Acquisition Community Connection (ACC)—Requirements Management, Space Acquisition, Critical Item Management, and Smart Shutdown Performance Support
- Launched Services Acquisition Mall
- Updated the Integrated Defense AT&L Life Cycle Management System Chart to match the latest Joint Capabilities Integration and Development System and DoD Instruction 5000.02 policy and linked online chart elements to ACQuipedia articles summarizing official guidance, directives, and other relevant resources
- Updated the Defense Acquisition Guidebook Web site to include guidance needed to implement acquisition policy changes found in DoD Instruction 5000.02 and Directive-Type Memorandum 09-027, Implementation of the Weapon Systems Acquisition Reform Act of 2009

# Accelerating Knowledge Sharing

## DAU Launches the Community of Practice (CoP) for the Space Acquisition Community

On January 21, DAU launched the Space CoP, located at <https://acc.dau.mil/space>. The CoP provides a forum for practitioners to interact, share knowledge and experiences, avoid duplication of effort, connect people and ideas, keep each other current on developments, assist with top-down communications, and solve problems. DAU established this site to ensure the space acquisition community has immediate access to the learning assets they need to sustain and enhance their overall performance. The CoP provides a number of key lessons learned, updated directives, and key points of contact if practitioners need to calibrate their acquisition actions and decisions or just need assistance with their daily space acquisition duties.



## Acquisition Community Connection Welcomes 100,000th Member

On August 21, DAU's Acquisition Community Connection reached a significant milestone when it welcomed MAJ Brenda Brockington, USAR, as its 100,000th member. MAJ Brockington is a budget analyst in the Office of the Chief, Army Reserve/Comptroller Division in Crystal City, VA. At a ceremony commemorating the milestone, Acting DAU President Dr. James McMichael presented a DAU plaque and coin to MAJ Brockington.



**789,843 DAP  
contact hours**

**896,051 ACC  
contact hours**

**100,726 ACC  
registered users**

**70,733 ACC  
knowledge  
contributions**



## “Wall Chart” Updated

The “wall chart,” now known as the Integrated Defense AT&L Life Cycle Management System Chart (ILC), was updated to match the latest Joint Capabilities Integration and Development System and DoD Instruction 5000.02 policy. This new chart focuses on the life cycle management aspect of the three major decision support systems used by DoD and is a companion performance learning tool to the Defense Acquisition Guidebook. DAU also posted the ILC online, at <https://ilc.dau.mil>. The online version features an intuitive new interface, with zoomable sections and a dynamic mini-map showing one’s current location in the chart. Chart elements are also linked to ACQuipedia articles. An HTML version lets users with lower-bandwidth connections, smaller monitors, or screen reading tools access the chart more efficiently.

## New Defense Acquisition Guidebook Web Site

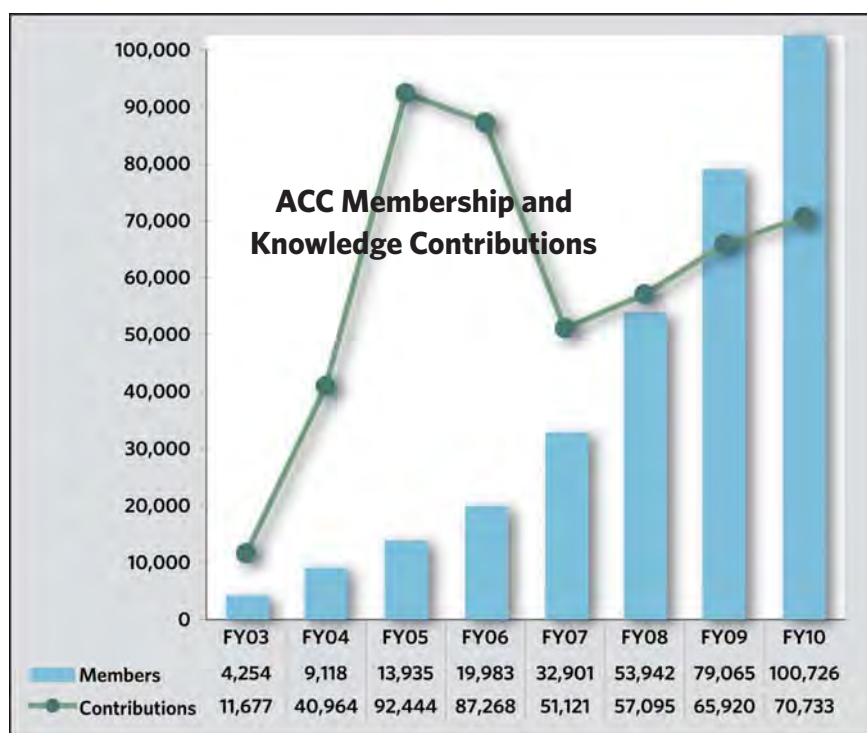
The Defense Acquisition Guidebook (DAG) Web site, at <https://dag.dau.mil>, has been updated and redesigned to provide the Defense Acquisition Workforce and its industry partners a more effective, user-friendly capability to instantly access best business practices, supporting policies, and lessons learned. The revised DAG content includes guidance needed to implement acquisition policy changes found in DoD Instruction 5000.02 and Directive-Type Memorandum (DTM) 09-027, Implementation of the Weapon Systems Acquisition Reform Act of 2009. The DAG is designed to be a dynamic site that provides continuous updates driven by future DTMs and improved practices recommended by DoD functional leaders. A copy of the DAG is also available for download.

## Services Acquisition Mall (SAM)

On January 15, DAU launched the SAM, a new initiative to provide knowledge sharing and training on service acquisition to the Defense Acquisition Workforce. The goal of the site, located at <https://sam.dau.mil>, is to provide easy-to-use resources, tools, and training to improve the quality and effectiveness of acquisition of services within the Department of Defense. Each major “store” in the “mall” contains functional information, training, tools, and best practices on a particular type of service.

## Smart Shutdown Performance Support Special Interest Area (SIA) Deployed

On February 4, the Smart Shutdown Performance Support SIA was deployed on the Acquisition Community Connection (ACC), at <https://acc.dau.mil/smartshutdown>. This SIA was established to support DoD program terminations (“shutdowns”) by providing a forum for information exchange and peer-to-peer discussions regarding acquisition best practices to accomplish smart, disciplined, efficient, and effective program terminations, when required.



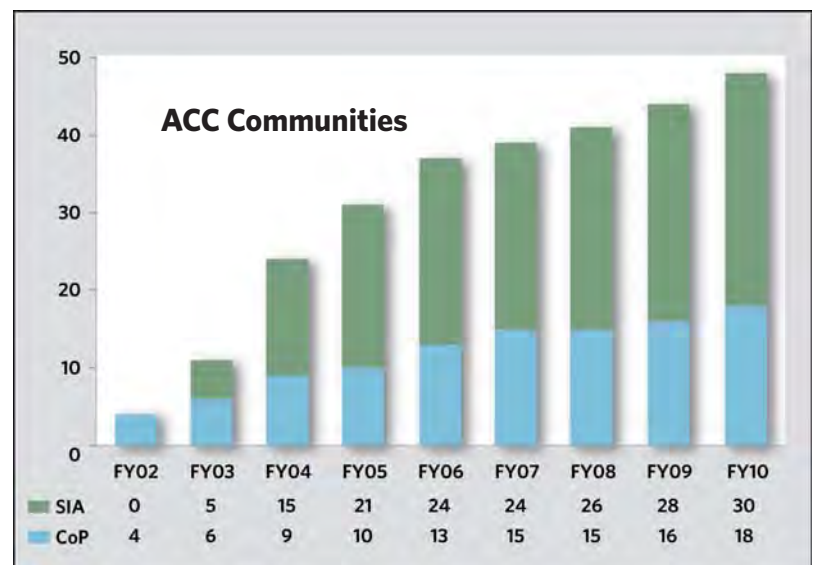
# Online Communities

## Special Interest Areas

- A-76, Competitive Sourcing Process
- Acquisition Center of Excellence (ACE) for Services
- Acquisition Law
- Acquisition Research
- Alternative Dispute Resolution
- Business
- Contracting Officer's Representative (COR)
- Contractors Accompanying the Force
- Critical Item Management\*
- Department of Homeland Security Acquisition Policy
- DoD Packaging, Handling, Storage, and Transportation (PHS&T)
- Emergency Response and Recovery Contracting
- Environment, Safety, and Occupational Health (ESOH)
- Financial Management
- Government Property
- Instructional Systems Design
- International Program Management
- Item-Unique Identification
- Joint Rapid Acquisition
- Naval Open Architecture
- Operations Research/Systems Analysis
- Performance-Based Acquisition
- Reliability, Availability, and Maintainability
- Smart Shutdown Performance Support\*
- Software Acquisition Management
- Spectrum and E3 Compliance
- Strategic Sourcing
- Termination
- Test and Evaluation
- Test Resources Management Center—  
Test and Evaluation/Science and  
Technology Program (TRMC-T&E/S&T)

## Communities of Practice

- Ammunition Forum
- Contingency Contracting
- Continuous Process Improvement
- Contracting
- Data Management
- DoD Wireless
- Earned Value Management
- Facilities Engineering
- Information Technology
- Life Cycle Logistics
- Production, Quality, and Manufacturing
- Program Management
- Requirements Management\*
- Risk Management
- Science and Technology Management
- Small Business
- Space Acquisition\*
- Systems Engineering



\* New in FY10



# Applied Research

## Edward Hirsch Acquisition Research and Writing Award

### First Place: "Acquisition Leadership: An Opportunity Lost for Acquisition Excellence?" by Dr. Michael Kotzian



This paper contends that across the acquisition community, increased attention should be paid not to improved processes and procedures but to leadership. The importance of leadership competency is reviewed from the perspective of the Services' Professional Military Education institutions. As the organization responsible for training the Defense Acquisition Workforce on the complexities of the defense acquisition management system, DAU is called upon to improve its entry- and mid-level course offerings associated with acquisition by providing meaningful instruction regarding foundations of the leadership competency.

### Second Place: "The Product Support Manager: Achieving Success in Executing Life Cycle Management Responsibilities," by Bill Kobren

This research paper examines the intent, importance, and implications of the 2010 National Defense Authorization Act, Section 805: "Life Cycle Management and Product Support." The paper offers recommendations for implementation by the Office of the Deputy Under Secretary of Defense for Logistics and Materiel Readiness, which drafts DoD policy to implement this new statutory requirement.



### Third Place: "How Well Are PMs Doing? Industry View of Defense Program Manager Counterparts," by Dr. Roy Wood



This paper, based on the author's doctoral dissertation, provides a new perspective on government program managers' competencies by surveying 146 defense industry managers who work with government program managers. These industry managers rated the importance of common program manager competencies and assessed how well, from their perspective, their government counterparts met those competencies. The data gathered from this survey reveal several insights, including a conclusion that government program managers' performance on several key technical skills may need improvement. The results of this study will be useful in assessing training and development strategies for government program managers.

## Other Articles Published

### ***Defense Acquisition Review Journal***

- “Building on a Legacy: Renewed Focus on Systems Engineering in Defense Acquisition,” by Mary Redshaw
- “What Performance-Based Logistics is and What it is Not—And What it Can and Cannot Do,” by Bill Kobren
- “Can Applying Organic and Industry Best Practices Improve Foreign Military Sales Supportability?”  
by Brian Yoo, Duane Mallicoat, and Tim Simpson
- “Games For Good—How DAU is Using Games to Enhance Learning,” by Alicia Sanchez
- “Lead Systems Integrators: A Post-Acquisition Reform Retrospective,” by Kathryn Loudin
- “The REAL Challenge of ‘2.0,’” by Mark Oehlert
- “Improving Defense Acquisition Decision Making,” by William Fast
- “It’s Time To Take The Chill Out of Cost Containment and Re-Energize a Key Acquisition Practice,”  
by Robert Tremaine and Donna Seligman
- “Adaptation of Porter’s Five Forces Model to Risk Management,” by John Rice

### ***Defense AT&L Magazine***

- The Power and Politics of Program Management,” by Roy Wood
- “The Manager in the Muddy Boots,” by Chuck Court
- “Let’s Fix It,” by Scott Reynolds
- “Doctor, It Hurts When I Do This . . .,” by Roy Wood and Al Haggerty
- “A New Way to Start Acquisition Programs,” by William Fast
- “Opportunity Management: Implementing a Positive Complement to Risk Management,”  
by Will Broadus; Mike Kotzian; Phil Littrell; Duane Mallicoat; CAPT Rick Muldoon, USN; and Jackie Triplett
- “We Don’t Dance Well,” by Steve Mills
- “Did You Remember to DID?” by Art Greenlee
- “Determining Your Organization’s Health: Impact of Climate Surveys,” by Mike Kotzian and CAPT Rick Muldoon, USN
- “Joint Contingency Contracting: A Step Forward,” by William Long
- “Acquisition Training: A Lifelong Process,” by Wes Gleason and Steve Minnich
- “The Tools are Out There: DAU’s Knowledge Sharing Capabilities,” by Andrea Reese and Carol Scheina
- “The Information Technology Program Manager’s Dilemma: Rapidly Evolving Technology and Stagnant Processes,”  
by Kathy Peake
- “Evaluating Open Source Software,” by Matthew Kennedy
- “A Good Idea Comes to Fruition: The F/A-18 Center Barrel Replacement-Plus Program,” by Jim Boone;  
William Conroy III; CAPT Mark Darrah, USN; Rick Devore; CAPT Fred Hepler, USN; and RADM Mark Skinner, USN
- “Taking Acquisition Training to the Next Level: The Space Acquisition Community Tackles the Guardian Challenge,”  
by Robert Tremaine
- “The Courage to Raise Your Hand,” by Owen Gadeken
- “Project Apollo Lights the Way for Acquisition Success,” by Joe Moschler, Mike McGhee, Jerome Collins, and  
James Weitzner









***Partnerships***  
***Resources***  
***Community Involvement***  
***Recognition***  
***Customer Satisfaction***





## **FY10 Strategic Partnerships**

The DAU Strategic Partnership program has been accelerating learning for the Defense Acquisition Workforce since its inception. Through relationships with other government agencies, academic institutions, industry, and professional organizations, DAU is able to leverage training resources and tap into outside expertise for developing learning assets. In FY10, DAU added the following strategic partners:

- Cleary University
- Eastern Iowa Community College District
- Macomb Community College
- Oakland University
- St. Ambrose University
- Stanford University
- University of Michigan-Dearborn
- Western Illinois University
- Defense Contract Management Agency (DCMA)—Detroit
- Department of Veterans Affairs Acquisition Academy
- Industrial College of the Armed Forces
- U.S. Army TACOM Life Cycle Management Command
- U.S. Army Tank Automotive Research, Development and Engineering Center
- IP Solutions, LLC
- Jacobs Technology Inc.
- International Centre for Complex Program Management
- Association for the Advancement of Cost Engineering (AACE) International
- Information Technology Acquisition Advisory Council
- SAE International

# Partnerships



## DAU Signs South Eastern Michigan Educational Partnership Agreement

Representatives from DAU's Midwest Region, U.S. Army TACOM Life Cycle Management Command (LCMC), Defense Contract Management Agency (DCMA)—Detroit, six south eastern Michigan colleges and universities, government contractors, the Procurement Technical Assistance Center of Michigan, Michigan Works, and Automation Alley signed a memorandum of understanding in a ceremony in Troy, MI, on March 3. More than 100 participants witnessed the signing. The signing parties demonstrated a renewed focus on building the future government workforce in Michigan, with an emphasis on hiring college students, disabled veterans, and displaced workers. Those targeted for recruitment, through the completion of offerings of Defense Acquisition Workforce Improvement Act Level I and II courses from the participating educational institutions, will have an opportunity for employment with DoD, TACOM LCMC, DCMA—Detroit, and other federal agencies and government contractors in Michigan and

across the United States. The functional areas involved are contracting; life cycle logistics; systems planning, research, development, and engineering; production, quality, and manufacturing; and business cost estimating and/or financial management. Representatives from the offices of Senator Carl Levin and Governor Jennifer Granholm were special guests at the ceremony.

**166 strategic partners**

**19 new strategic partners**



## **DAU Signs Partnership with the Association for the Advancement of Cost Engineering (AACE) International**

On August 19, DAU and AACE International signed a cooperative agreement that creates the framework for both organizations to pursue mutually beneficial educational opportunities by leveraging the best practices of government and of the contractor community. Areas of mutual interest include cost estimating, scheduling, and earned value management—collectively known as project controls.

## **DAU Presents at Lockheed Martin's Program Management Institute (PMI)**

On June 9, DAU delivered a presentation on the government's perspective of earned value management to approximately 40 PMI attendees at Lockheed Martin's Center for Leadership Excellence training facility in Bethesda, MD. The presentation was part of a continuing effort by DAU to provide an exchange of information with our industry counterparts on how the government does business.



## **DAU Chair Established at ICAF**

On April 28, Frank Anderson, Jr., DAU president, and RADM Garry Hall, USN, commandant, Industrial College of the Armed Forces (ICAF), signed a memorandum of agreement establishing a DAU chair at ICAF. The presence of a DAU faculty member at ICAF is intended to enhance the interaction between



DAU and ICAF faculty and students; to increase the understanding of defense acquisition and program management capabilities, mission, and functions consistent with DAU and ICAF interests; and to serve as a conduit between DAU and ICAF. The DAU chair establishes an in-residence DAU faculty member at ICAF

to teach in the core acquisition courses, the Senior Acquisition Course (ACQ 401), industry study, and other acquisition-related ICAF courses and electives. The DAU chair will also coordinate and teach in DAU's Program Manager's Course (PMT 401) elective at ICAF; promote cooperation in research, writing, and publication in *Defense Acquisition Review Journal* and *Defense AT&L* magazine; and serve as the primary faculty advisor to ACQ 401 students. Tony Romano, associate dean for outreach and mission assistance at Defense Systems Management College—School of Program Managers (DSMC-SPM), has been selected as the inaugural DAU chair.

# International Engagements

## International Defense Educational and Acquisition Arrangement (IDEAA)

The 21st annual IDEAA seminar was hosted at Cranfield University by the United Kingdom Defence Academy's College of Management and Technology from June 21–25. The theme for this year's seminar was "Capability Management—The Impact of Operations on Acquisition and the Effect of Education, Training, and Research." One hundred and five acquisition and education professionals, representing 10 nations, participated in the seminar. The first day was given to international perspectives, where representatives from the member defense acquisition and training communities—United States, France, Germany, and the United Kingdom—discussed capability management and its influence within their acquisition processes. Australia, Singapore, Canada, Chile, Italy, and Korea participated as invited observers and were actively involved throughout. The U.S. presentation, made by Dr. Roy Wood, dean, DSMC-SPM, echoed the comments of other presenter nations by noting that the same issues impacting them are affecting the United States. He described the effects of "right-sizing" the acquisition workforce and the current transformational changes facing DoD. The week ended with several case study and discussion sessions centered on education and training in the theme area of capability management, including presentations by DAU professors DT Tripp and Rob Tremaine.

## International Program Management Mission Assistance

During the week of August 23, DAU conducted two days of familiarization training for the U.S. European Command/Macedonia on the fundamentals of the U.S. acquisition system. Topics covered included DoD decision support systems, systems engineering, ethics, test and evaluation, integrated product and process development, and financial management. The Macedonians are seeking to join the NATO alliance and are attempting to equip their armed forces with weapons systems that are compatible with NATO. The training emphasized the benefits of using a simplified acquisition process that can be tailored for their specific circumstances.

## International Acquisition Seminar

DAU and the German Defence Technology Education and Training Division co-hosted an International Acquisition Seminar from August 30 to September 3 in Mannheim, Germany. The seminar was specifically tailored to U.S. security cooperation personnel stationed at U.S. European Command and at embassies in Europe. It consisted of selected topics covered in DAU's Multinational Program Management (PMT 202) and International Security and Technology Transfer/Control (PMT 203) courses; presentations on the U.S. defense acquisition process; and an introduction to German and European Union

acquisition topics and challenges. Attendees represented multiple U.S. offices of defense cooperation and additional seats were offered to government defense personnel from Germany, Serbia, and France.





# 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  
Baker College, Flint, MI  
Bellevue University, Bellevue, NE  
Bethune-Cookman College, Daytona Beach, FL  
Bisk Education, Tampa, FL  
Boston University, Boston, MA  
Capella University, Minneapolis, MN  
Catholic University of America, Washington, DC  
Central Michigan University, Mount Pleasant, MI  
Central State University, Wilberforce, OH  
Clark State Community College, Springfield, OH  
Cleary University, Howell, MI\*\*  
Columbia Southern University, Orange Beach, AL  
Davenport University, Grand Rapids, MI  
DeVry University, McLean, VA  
Duke University, Durham, NC  
Eastern Iowa Community College District, Davenport, IA \*\*  
Eastern Michigan University, Ypsilanti, MI  
Embry-Riddle Aeronautical University, Daytona Beach, FL  
Empire State College, Saratoga Springs, NY  
Excelsior College, Albany, NY  
Florida Atlantic University, Boca Raton, FL  
Florida State College at Jacksonville, Jacksonville, FL  
Florida Institute of Technology, Melbourne, FL  
George Mason University, Fairfax, VA  
Georgetown University, Washington, DC  
George Washington 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/Minority  
Institutions Research Alliance, Daytona Beach, FL  
Howard University, Washington, DC  
Indiana Wesleyan University, Marion, IN  
J.F. Drake State Technical College, Huntsville, AL  
Jacksonville State University, Jacksonville, AL  
Kaplan University, New York, NY  
Kellogg Community College, Battle Creek, MI  
Kentucky State University, Frankfort, KY  
Lawrence Technological University, Southfield, MI  
Macomb Community College, Warren, MI\*\*

Macon State College, Macon, GA  
Massachusetts Institute of Technology, Cambridge, MA  
Missouri University of Science and Technology, Rolla, MO  
Mott Community College, Flint, MI  
National-Louis University, McLean, VA  
Northern Virginia Community College, Alexandria, VA  
Oakwood College, Huntsville, AL  
Oakland University, Rochester, MI\*\*  
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  
St. Ambrose University, Davenport, IA\*\*  
Stanford University, Stanford, CA\*\*  
Stevens-Henager College, Ogden, UT  
Stevens Institute of Technology, Hoboken, NJ  
Strayer University, Woodbridge, VA\*  
Thunderbird School of Global Management, Glendale, AZ  
TUI University, Cypress, CA\*  
Tulane University, New Orleans, LA  
Tuskegee University, Tuskegee, AL  
U.S. 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 Michigan-Dearborn, Dearborn, MI\*\*  
University of New Mexico, Albuquerque, NM  
University of Notre Dame, Notre Dame, IN  
University of Phoenix, Phoenix, AZ  
University of Tennessee Knoxville, Knoxville, TN  
University of San Francisco, San Francisco, CA  
University of Virginia, Northern Virginia Center, Falls Church, VA  
Villanova University, Villanova, PA  
Webster University, St. Louis, MO  
Western Illinois University, Macomb, IL\*\*  
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, School of Systems and Logistics (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  
Army Logistics University, Fort Lee, VA  
Assistant Deputy Under Secretary of Defense for Supply Chain Integration, Washington, DC  
Aviation and Missile Command (AMCOM), Huntsville, AL  
Committee for Purchase from People Who Are Blind or Severely Disabled/AbilityOne Program, Arlington, VA  
Defense Contract Management Agency—Dallas, Dallas, TX  
Defense Contract Management Agency—Detroit, Detroit, MI\*\*  
Defense Information Systems Agency (DISA), Arlington, VA  
Defense Institute of Security Assistance Management, Wright-Patterson Air Force Base, OH  
Defense Logistics Agency, Fort Belvoir, VA  
Department of Homeland Security, Washington, DC  
Department of Veterans Affairs Acquisition Academy, Frederick, MD\*\*  
Federal Acquisition Institute, Fort Belvoir, VA  
Federal Prison Industries, Inc./UNICOR Program, Washington, DC  
General Services Administration (GSA) Federal Acquisition Service (FAS), Arlington, VA  
Ground-Based Midcourse Defense, Huntsville, AL  
Industrial College of the Armed Forces, Washington, DC\*\*  
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), Fort Meade, MD  
National Security Space Institute, Colorado Springs, CO  
National Technical Information Service, Springfield, VA  
Program Executive Office, Aviation, Huntsville, AL  
Program Executive Office, Missiles and Space, 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. Army TACOM Life Cycle Management Command, Warren, MI\*\*  
U.S. Army Tank Automotive Research, Development and Engineering Center, Warren, MI\*\*  
U.S. Coast Guard, Washington, DC  
The Vice Admiral James B. Stockdale Center for Ethical Leadership, U.S. Naval Academy, Annapolis, MD  
Warner Robins Air Logistics Center, Robins Air Force Base, GA

## Industry

Acquisition Solutions, Inc., Arlington, VA  
Aerospace Industry Committee, Warner Robins Area Chamber of Commerce, Warner Robins, GA  
American Systems Corporation, Chantilly, VA  
BAE Systems, Bethesda, MD  
Becker Professional Education, Oakbrook Terrace, IL  
Boeing Company, Hazelwood, MO\*  
Cisco Learning Institute, Phoenix, AZ  
Dekker Ltd., Reston, VA  
ESI International Inc., Arlington, VA  
Frontier Technology Inc., Beavercreek, OH  
IBM, Bethesda, MD  
IP Solutions, LLC, San Mateo, CA\*\*  
Jacobs Technology Inc., Dumfries, VA\*\*  
Josephson Institute of Ethics, Los Angeles, CA  
Lockheed Martin Corporation, Bethesda, MD  
ManTech University, ManTech International Corporation, Fairfax, VA  
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 Centre for Complex Program Management, Australia\*\*  
International Defense Educational and Acquisition Arrangement—UK, Germany, France, Spain, Sweden, and Australia

## Professional Organizations

American Society of Military Comptrollers, Alexandria, VA  
Association for the Advancement of Cost Engineering (AACE) International, Morgantown, WV\*\*  
BMP Center of Excellence, College Park, MD  
Information Technology Acquisition Advisory Council, Alexandria, VA\*\*  
International Council on Systems Engineering (INCOSSE), Seattle, WA  
The International Society of Logistics (SOLE), Hyattsville, MD  
International Test and Evaluation Association, Fairfax, VA  
National Contract Management Association (NCMA), McLean, VA  
Professional Services Council, Arlington, VA  
Project Management Institute, Newtown Square, PA  
SAE International, Troy, MI\*\*

\* Updated partnerships signed in FY10

\*\* New partnerships signed in FY10

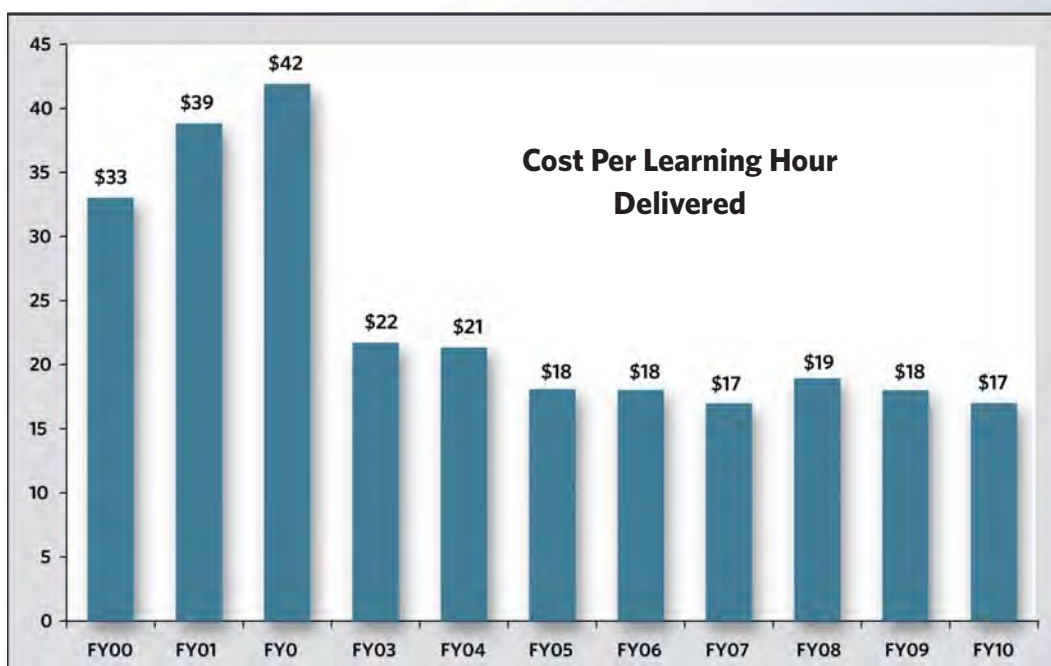
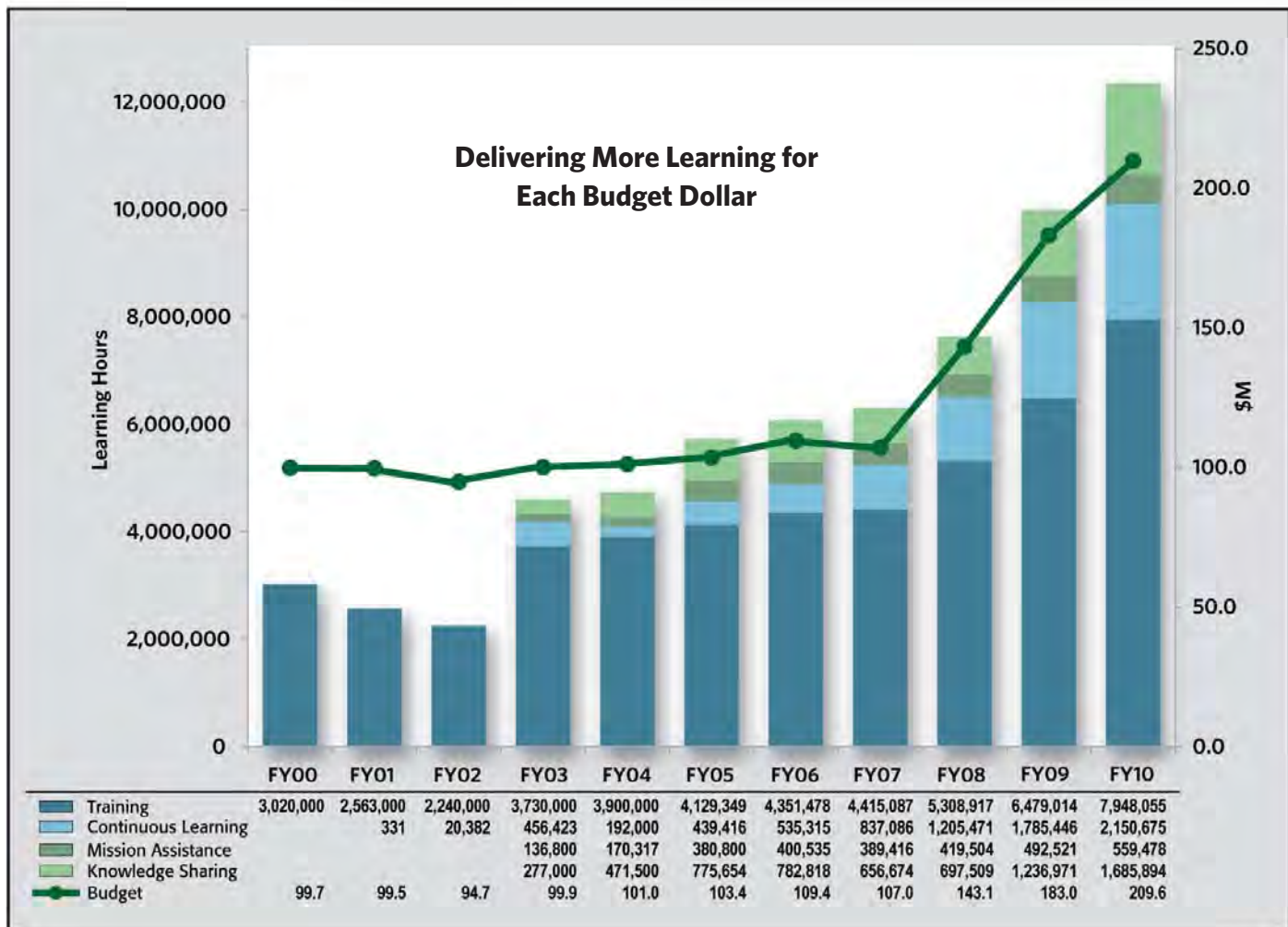




## **FY10 Resources**

Over the past 10 years, DAU has seen large increases in the number of students requiring training. To meet this demand, DAU has had to carefully manage resources. For several years, DAU significantly increased the learning hours provided with no substantial increase in its budget. In FY08, FY09, and FY10, DAU received money from the 2008 National Defense Authorization Act Section 852, Defense Acquisition Workforce Development Fund, in addition to its appropriated funds. The resources provided from this workforce development fund have been applied to hiring additional faculty and expanding infrastructure to increase throughput and improve certification rates for the workforce.

# Resources



**\$209.6 million budget**

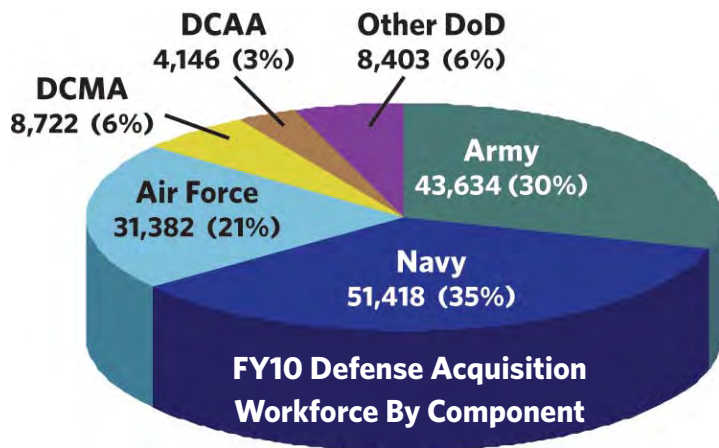
**12.3 million learning hours delivered**

**\$17 per learning hour delivered**

**717 faculty and staff**



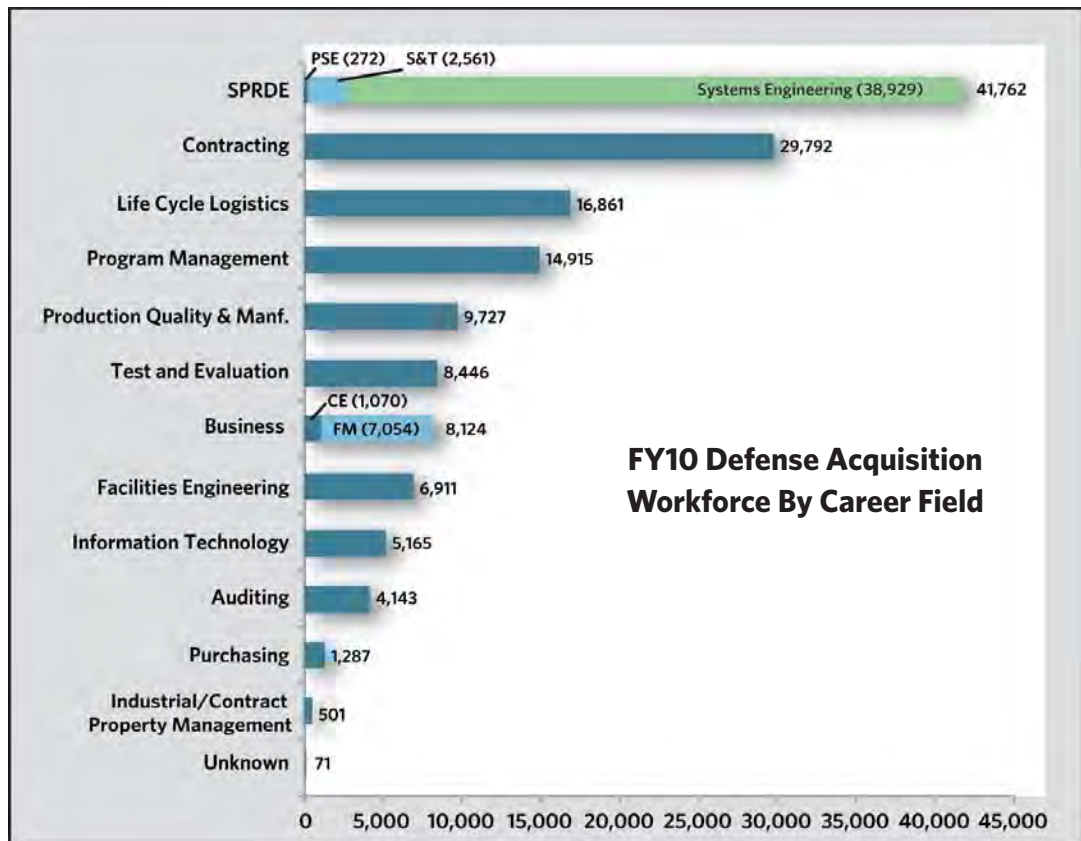
In FY10, the Defense Acquisition Workforce was 147,705 strong. Consisting of military and civilian personnel from the Army, Navy, Air Force, and defense agencies, and spanning 15 career fields, this workforce ensures that America's warfighters have the systems, services, and supplies they need, wherever they are and whenever they need them.



DAU faculty members possess expertise across every career field. Recruited from the military, other government agencies, and industry, DAU's faculty leverage their extensive backgrounds to develop and deliver meaningful learning assets that are relevant for the workforce.

The faculty's areas of expertise are:

- Acquisition and Program Management—37 percent
- Contracting—27 percent
- Engineering—15 percent
- Logistics—9 percent
- Business—8 percent
- Other—4 percent



## 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.



GEN William Tuttle, Jr.  
USA (Ret)  
Chairperson



Gen. Bernard Randolph  
USAF (Ret)  
Consultant



Ms. Karen Barley  
President  
Corporate University Enterprise, Inc.



Mr. Carl Salzano  
Vice President, Acquisition  
Booz Allen Hamilton



Ms. Susan Coté  
Vice President, Corporate Contracts, Pricing,  
and Supply Chain  
Northrop Grumman Corporation



RDML Michael Sharp  
USN (Ret)  
Director, Maritime Advanced Technology  
Raytheon Company



Mr. Curtis Gray  
Senior Vice President, Human Resources  
BAE Systems



RADM Lenn Vincent  
USN (Ret)  
Industry Advisor  
National Defense Industrial Association



Mr. Michael Joyce  
Senior Vice President,  
Operations and Program Management  
Lockheed Martin Corporation



Mr. John Wilson, Jr.  
President  
BizDynamics, LLC



Mr. Norman Kamikow  
President and Editor in Chief  
MediaTec Publishing, Inc.



Gen. Ronald Yates  
USAF (Ret)  
Consultant



# Organization





## DAU Heads to Orlando

The Global Learning and Technology Center's (GLTC) Orlando site opened during the first week of December 2009. This location is the primary site for DAU's games and simulations initiatives, but works closely with GLTC's headquarters at Fort Belvoir, VA.



Dr. Alicia Sanchez from GLTC represents DAU as we forge partnerships with the University of Central Florida, Joint Advanced Distributed Learning Co-Laboratory, and Team Orlando. This site is also a test bed for technologies to be vetted before transitioning to the Fort Belvoir Teaching and Learning Lab and DAU campuses. New technologies will be evaluated and tested for their suitability to DAU's unique challenges. As DAU's reach expands, it aims to use technologies like games, simulations, virtual desktops, and cloud delivery of learning assets to further enhance access to our materials.

## DAU Satellite Facility Opens at DLA Troop Support

Defense Logistics Agency (DLA) Troop Support's DAU satellite facility officially opened on September 24. This satellite location in Philadelphia is a state-of-the-art training facility made possible through a partnership of both organizations and will attract DLA Troop Support workforce members as well as employees from other nearby federal agencies for a wide variety of courses in acquisition, contracting, logistics, and program management. Additionally, offerings will include courses that focus on soft skills such as communication, leadership, and problem solving.



## DAU South Facility Opening

The DAU South Region celebrated the opening of its new facility with a ribbon cutting ceremony on February 16. Located outside of Redstone Arsenal, the new facility was designed to accommodate the needs of the university's students, faculty, staff, and the environment through the combination of building materials and technology. It is one of the first buildings in the Huntsville, AL, area to exceed the new federal standards (LEED®) for energy conservation and it fully incorporates green technologies in its general operations. At nearly 63,000 square feet, the new facility will increase the teaching capacity of the South



Region by roughly 20 percent during its first year. In addition, the new facility integrates the latest technologies into the classroom environment, allowing for students to learn in greater comfort and with greater efficiency. This facility allows DAU to better support government personnel in the Huntsville area so that they can better serve America's warfighters.





Bob Daugherty  
Dean



Judy Fleming  
Associate Dean (AA)



Karon Curry  
Associate Dean (O/MA)



AMC  
CECOM  
DCMA  
DLA  
DTRA  
Hanscom AFB  
ESC  
MARCORSSCOM  
NGA  
TRICARE

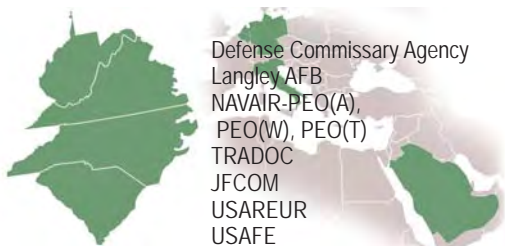
## Capital and Northeast Region Fort Belvoir, VA

For the Capital and Northeast (CNE) Region, 2010 was another remarkable year of outstanding support to the Defense Acquisition Workforce community and federal government customer base both inside the classroom and at the point of need. The dedicated professionals at CNE continued to achieve unprecedented levels of support in classroom execution, online delivery, and customer outreach. We taught 700 classes, with over 55,000 graduates, an increase of over 30 percent from the previous year. The year also saw the continued success of the Senior Service College Fellowship program at Aberdeen Proving Ground, MD; major curriculum development efforts with the new CON 090 and the IRM 202 courses; the establishment of an executive coaching capability for senior Service and defense leaders; the expansion and deployment of a revolutionary “live-fire acquisition training” capability to better assist the workforce and our major programs, including the award-winning Conclave intact team training simulation; and

the roll-out of targeted assistance to our major defense acquisition programs with the critical issues that affect their performance. DAU was awarded the 2010 Brandon Hall Research Excellence in Learning Award in the “Best Use of Virtual Worlds for Learning” category as a direct result of the Conclave Intact Team Training program development efforts, for presentation and effectiveness in the use of virtual training assets. We continued to expand critically needed efforts like contracting officer’s representative training, services acquisition, consulting, and technological innovation. Our exceptional customer satisfaction, attributable to our outstanding faculty and staff, is indicative of the continued efforts of the CNE team to provide the acquisition community with the knowledge and skills to improve the success of acquisition programs.

– Bob Daugherty





Barb Smith  
Dean



Scott Ilg  
Associate Dean (AA)



Duane Mallicoat  
Associate Dean (O/MA)



Sandie Raley  
Director of Operations

## Mid-Atlantic Region California, MD

DAU Mid-Atlantic Region continued to expand its presence, capability, and effectiveness among its regional customer base. The support for the Naval Air Systems Command (NAVAIR) and Aviation Program Executive Office grew among all acquisition category programs. This year's major defense acquisition program highlights included workshops or support for: Joint Precision Approach and Landing System, CH-53K Heavy Lift Helicopter, Broad Area Maritime Surveillance, Joint Allied Threat Awareness System, and Next Generation Jammer. Another highlight for 2010 was the request for Mid-Atlantic to support the NAVAIR acquisition community by developing and hosting the O-6 Navy-Marine Corps Acquisition Selectee Seminar, which is the forum to educate the new captain/colonel selectees on the key issues and changes facing today and tomorrow's acquisition program offices.

The regional partnership with the NAVAIR program management team continued to blossom. On the curriculum development side, a Statement of Work Workshop was used as one of the mainstay course offerings in support of the NAVAIR workforce. Mid-Atlantic is also partnering with NAVAIR on Business, Cost Estimating, and Financial Management (BCF)

University, which will include a series of brown bag lectures, hot topic forums, and a community of practice that DAU will support.

Local partnerships and support to the local community continued to have a strong place in the region's vision. The region has provided over \$15,000 to local community charities and programs over the last three years.

The region's focus on our core principles of continuous process improvement and implementation of best practices and lessons learned ensures that we can add value to the supported program teams to quickly and efficiently meet the challenges facing our regional customer base.

– Barb Smith







Jim McCullough  
Dean



Marshall Eubanks  
Associate Dean (AA)



Richard Gallman  
Associate Dean (O/MA)



Gary Byrum  
Director of Operations



## South Region Huntsville, AL

FY10 marked a year of significance for the South Region of DAU. In March, we transitioned into a new 63,000 square foot facility that was DAU's first effort to build a 21st century learning environment from the ground up, employing modern telecommunications and classroom learning capabilities. A Huntsville area customer asset, it is being used at over 100 percent capacity for a record number of DAWIA classes as well as by our customers and stakeholders to facilitate their strategic planning and offsite activities. Our faculty and staff continued their commitment to provide premier training and responsive, practical support to the Defense Acquisition Workforce as evidenced by our significant increase in delivered classes, expanded mission assistance efforts, and enhanced leadership development opportunities—all with exceptional levels of customer satisfaction. We taught over 430 courses with over 48,000 graduates—a 20 percent increase over the previous record year of 2009. We had over 100 mission assistance engagements, including direct major defense acquisition program engagements with the C-17 and Small Diameter Bomb II programs for the Air Force, Army Apache Block III, Unmanned Aerial System, and Medium Extended Air Defense Systems; support to the warfighter both pre-deployment and in theater; bringing, in collaboration with the Capital and Northeast, and Midwest Regions, the Senior Service College Fellowship to full operational capability across all three major Army acquisition centers

with 67 graduates to date; and some specialty developments for courses in understanding industry and smart program shutdown, and specialty engineering courses for the Army. We went beyond the mission and provided our community support for programs from Wounded Warriors and “Behind the Gates of Redstone Arsenal,” and conferences in Eglin AFB, Robins AFB, and Redstone Arsenal. These efforts embody the motto, “DAU is part of the community, not just a place to take classes.”

— Jim McCullough

### DAU South Alumni Association Hosts 6th Annual Conference and Expo

DAU's South Region hosted its 6th Annual Conference and Expo February 17 and 18 at the Von Braun Civic Center in Huntsville, AL. The theme of this year's event was “Navigating Acquisition through a Changing Environment,” and the conference presented information on topics such as recent changes in DoD acquisition policy; information on developmental test and evaluation; business, cost estimating, financial management career updates; and contracting workforce challenges.





USTRANSCOM  
USSTRATCOM  
AFMC  
ASC



Travis Stewart  
Dean



Carl Hayden  
Associate Dean (AA)



Vishnu Nevrekar  
Associate Dean (O/MA)



Barry Roland  
Director of Operations

## Midwest Region Kettering, OH

DAU Midwest Region's keyword for FY10 was "growth." Our outstanding faculty and staff once again surpassed themselves by providing stellar support and training to more than 20,000 members of the Defense Acquisition Workforce within our region, resulting in a 30 percent increase in classroom and online training course graduates from FY09. Our instructors not only delivered superior performance in the classroom, they also provided top-notch support to our customers through curriculum development, research, and mission assistance efforts to include new program startup workshops, depot activation workshops, executive coaching initiatives, and source selection consults. The DoD Acquisition Insight Conference expanded in size and scope, bringing to more than 750 attendees the latest acquisition information as well as briefings from more than 14 senior DoD leaders, including the Under Secretary of Defense for Acquisition, Technology and Logistics. We delivered the third year of the Senior Service College Fellowship program, bringing Air Force, Marine, and Navy fellows into the program for the first time, and continued the fine tradition of the Program Manager's Course (PMT 401) with our regional offerings. We grew physically as well, expanding the Kettering campus, welcoming the DAU Rock Island satellite site into the Midwest Region, and officially opening our Sterling Heights, MI, satellite site to serve U.S. Army TACOM Life Cycle Management

Command and other customers at the Detroit Arsenal and throughout the region.

— Travis Stewart

### DoD Acquisition Insight Conference

The DoD Acquisition Insight Conference was held at Sinclair Community College in Dayton, Ohio, April 20 and 21. Defense Acquisition Workforce members as well as industry personnel at Wright-Patterson Air Force Base, the Midwest region, and other areas of the country attended the conference, gaining the opportunity to receive updates on the latest acquisition, technology, and logistics hot topics and to participate in workshops and training targeted to acquisition professional requirements.







Andy Zaleski  
Dean



Hank DeVries  
Associate Dean (AA)



Rob Tremaine  
Associate Dean (O/MA)



Steve Nelson  
Director of Operations



PEO JTRS  
Space & Missile Command  
SPAWAR  
USSPACECOM  
USPACOM

## West Region San Diego, CA

The West Region, with its highly professional and experienced faculty and staff, continued its tremendous support to the Defense Acquisition Workforce. The region once again graduated an all-time-high number of learners (45,189), an 8 percent increase over the previous year. Mission assistance (executive coaching, independent program assessments, program startup workshops, etc.) to the major defense acquisition programs continued to grow while providing many of our key customers with the knowledge and skills to improve the success of their acquisition programs. Support to space acquisition continued to evolve with the development of a new community of practice and a unique acquisition competition

event called Guardian Challenge at the Air Force Space and Missile Systems Center (SMC). At the request of SMC, DAU developed and conducted an intensive transformational event geared to test their personnel's inherent leadership and functional expertise. At their home units, this space acquisition competition tested the mettle of six separate teams with various levels of experience and Defense Acquisition Workforce Improvement Act certifications. The region's FY10 accomplishments contributed greatly to DAU's mission.

— Andy Zaleski





Roy Wood  
Dean



Anthony Romano  
Associate Dean (O/MA)



Joni Forman  
Associate Dean (A/LAM)



Pat Wills  
Associate Dean (A/ET)



Janet Vincent  
Director of Operations

## DSMC—School of Program Managers Fort Belvoir, VA

DSMC—School of Program Managers had a banner year in FY10, with significant accomplishments in every area of the DAU Performance Learning Model. We continued to increase our throughput in both classroom and online offerings. We rolled out our first, very successful, offering of our Advanced Concepts and Skills for Requirements Management course, RQM 310. We delivered Defense Acquisition Executive Overview Workshops and Requirements Executive Overview Workshops to over 126 flag/general officer and Senior Executive Service attendees. In curriculum development, we created 11 new course-ready acquisition case studies for the Program Manager's Course, PMT 401, and developed or updated over 20 learning modules for our Executive Program Manager's Course, PMT 402. We delivered six new or updated continuous learning modules for requirements, international, and program management classes; and created 15 acquisition and leadership videos for viewing on

the DAU Web site. In research, DSMC authors published 12 professional articles and presented at the Naval Postgraduate School's annual Acquisition Research Conference. DSMC also provided high-impact mission assistance to six acquisition organizations, supported the office of the Secretary of Defense in four Nunn-McCurdy IPTs, and logged a record number of hours in executive coaching efforts.

— Roy Wood





# Community Involvement

## DAU Supports Bryant Adult Alternative High School

When DAU staff and faculty members helped serve Thanksgiving lunch at DAU's partnership school, Bryant Adult Alternative High School, they brought with them more than just donations of food and clothing; they brought hope to families in need. Many students took time to write thank you cards to the nameless individuals who donated food, clothing, and money to help them through particularly

tough times. Here are a few excerpts: "...for someone to be kind enough and willing enough to help out like you all have is too incredible to describe in words...;" "Thank you for the food. I am really happy you thought of me;" "I'm very touched by your gift...;" "Thank you so much for your donation to my family. We are in tough times right now and we really appreciate this."

About 300 students were served lunch on November 20, 2009 by our Chief of Staff Joe Johnson; Operations Director Dave Scibetta; and faculty and staff members Doug Killey, Shawna Carter, Katie Miglin, Kristen Russell, Mary Greiner, Debbie Gonzalez, Mohammed Islam, and Mike Skaines. Through DAU donations, 25 food boxes and 10 \$20 Giant Food Store gift cards were distributed to students.



## Operation Sugarplum

Once again, DSMC faculty and staff supported Operation Sugarplum, a Fort Belvoir Army Community Service Center program for Army personnel and their families who are experiencing financial challenges during the holidays. This year, DSMC sponsored six military families

at Fort Belvoir and raised over \$1,100. The donations were used to purchase commissary and Walmart gift cards to provide these families an opportunity to purchase additional food and gifts during the holidays. In support of this worthy cause, DSMC was able to bring some additional holiday cheer and make a positive difference in the lives of these Fort Belvoir Army families.



## Mid-Atlantic Faculty Support Academy of Finance

The faculty of DAU Mid-Atlantic spent the week of February 22 with the Academy of Finance's (AOF) freshman class at Chopticon High School to familiarize the students with 10 of DoD's functional career fields. Presentations were given on the following: program management; contracting; systems engineering; information technology; business and financial management; cost estimating; test and evaluation; life cycle logistics; production, quality, and manufacturing; and facilities engineering. The goal for the week was to enlighten the students on the employment opportunities located onboard the Naval Air Station, Patuxent River, MD, and how efforts within the AOF curriculum could lead to enhanced opportunities for employment after graduation. The AOF partnership bridges the gap between the classroom and the workplace. Students participate in numerous shadowing days, go on field trips to the local

financial center, listen to experts in the field speak to their classes, and participate in a paid summer internship.



### **DAU South Senior Service College Fellowship Helps Wounded Warriors**

In support of the Semper Fi Community Task Force (SFCTF), the DAU South Senior Service College Fellowship, assisted by the Cargo Helicopter Project Office, organized a fishing tournament during the week of April 4 for several wounded warriors from Walter Reed Medical Center's rehabilitation training program. The logistics of planning the event and identifying funding opportunities allowed the participants to hone their leadership skills as well as reach out to the community. The collective donation from DAU South jump-started the fundraising effort and moved the project closer to its goal of \$5,000. The funds raised will allow the SFCTF to cover

expenses for the wounded warriors such as lodging, transportation, meals, and fishing equipment.



### **23rd Annual Easter Egg Hunt**

DAU hosted its 23rd Annual Easter Egg Hunt for the Fort Belvoir Exceptional Family Member Program on March 20. The festivities included egg decorating, coloring, face painting, cupcake decorating, egg hunt, pictures with the Easter Bunny, and even a piñata. Each child made his/her way through every station as the Easter Bunny roamed around. The parents and children were grateful and appreciative to DAU for continuing this annual event. Volunteers included Tawnita Blay, Bob Carlson, Carol and Bob Daugherty, Emma Duhart, Dave Gallop, Debbie Gonzalez, Mary Greiner, Rose Lowes, Katie Miglin, Donna Reece, Kristen Russell, Sherri Taillie, Stephanie Voltz, and supporting family members.



### **DAU Soccer Team Wins the Championship**

DAU fielded its first intramural soccer team this year, and on June 8, the team won the Fort Belvoir intramural championship by beating Army Intelligence and Security Command 4-0. Goals were scored by Jason Semko, Kehl Mandt, and Chris Jones. Other team members were Ivan Amankrah, David Baer, Heather Berry, Alexis Concepcion, Daniel Durnell, Todd French, Matt Hummel, Bryan Lochra, Harper Maddox, James Mason, Corea Mcleary, Katherine Miglin, Andrew Murray, Roberto Reyes, Scott Sinclair, Daniel Somerset, Ajay Sundaram, Heidi Taylor, and Dwayne Young.





# Recognition

## Corporate Team Awards

**Goal 1—(Mission) Provide an integrated, interactive learning environment that helps acquisition workforce members, teams, and organizations improve acquisition outcomes.**

**Defense Acquisition Executive Overview Workshops (DAEOW) and Requirements Executive Overview Workshops (REOW)**



Gregory Beckham  
Michael Berg  
Michael Bohn  
Gale Brown-Neuhaus  
Jim Caltrider  
Andrea Carey  
Dr. Kevin Carman  
Dr. John Claxton  
Charles Cochrane  
Joe Cooke  
Dr. Charles Court  
(Team Lead)\*  
Lt. Col. Karon Curry,  
USMC

Robert Daugherty  
Barry Dillon  
Lyle Eesley  
Dave Floyd  
CAPT Mike Ford, USN  
Dave Gallop  
Gordon Hagewood  
Richard Hansen  
Lois Harper  
Michael Holbert  
John Krieger  
Lt. Col. Thomas Kuhn,  
USMC

Joanne MacDonald-  
Morrow  
Michael Mears  
Katie Miglin  
Bob Morig  
Dr. Al Moseley  
Dr. Robert Pratt  
John Pritchard  
George Prosnik  
Gregory Prothero  
Scott Reynolds  
Tony Romano  
Joanne Schoonover  
Seth Shepherd

Dale Shrader  
Tom Simcik  
Robert Skertic  
Steve Spoutz  
Siobhan Tack  
Roberta Tomasini  
Duane Tripp  
Darlene Urquhart  
RADM Lenn Vincent,  
USN (Ret.)  
Pat Willis  
Dr. Roy Wood  
Randy Zittel

### CON 090 Development Team



Sabrina Christian  
Lillian Dunson  
Terry Durrett  
Thomas Elsesser  
David Fowler  
Valerie Hunter  
Lisa Johnson  
Gregory Lunsford

James Malloy  
Leonardo Manning (Team Lead)\*  
Donald Mansfield  
Clarence Roberts  
Marion Robinson  
Jean Sims  
Dr. Ray Ward  
Lee Washington

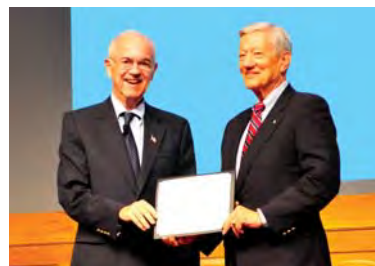
**Goal 2—(Infrastructure) Continuously improve our infrastructure and mission support processes to optimize use of resources.**

### Defense AT&L Magazine



Christina Cavoli  
Harambee Dennis\*  
James Elmore  
Tia Gray  
Judith Greig  
Collie Johnson  
Erica Kobren  
Miracle Riese  
Carol Scheina (Team Lead)  
Lapedra Tolson

### MDAP Mission Assistance Organizational Team



Vicky Armbruster  
Norman Bull  
Robert Chedister  
Vance Gilstrap  
Lois Harper  
Duane Mallicoat  
Vishnu Nevrekar  
Tony Romano  
Robert Spangler  
Jesse Stewart (Team Lead)\*  
Robert Tremaine  
Tom VandenBerg

\* Pictured

**Goal 3—(Transformation) Support congressional and DoD acquisition improvement initiatives through thought leadership, applied research, and engagement with key acquisition organizations.**

**Guardian Challenge**



Ray Alfaro  
Dr. Brian Anderson  
Jay Baltazar  
Brian Brodfuehrer\*  
Sal Cianci  
Jim Rego  
Stan Rosen  
John Sarakatsannis  
Donna Seligman  
Marty Sherman  
Steve Skotte  
Woody Spring  
Robert Tremaine (Team Lead)  
Denise Wheaton  
Andy Zaleski

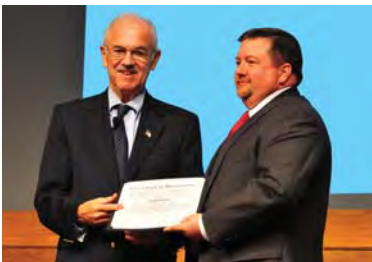
**Services Acquisition Workshops**



Dennis Beers  
Doug Constant  
Rick Dowling  
Lyle Eesley  
(Team Lead)\*  
John Miles  
Phil Salmeri

**Goal 4—(People) Foster an environment that encourages continuous development, promotes diversity, and rewards achievement to enhance job satisfaction and performance.**

**Office Relocation Team**



Coral Bragg  
Brian Chriswell  
Andrew Davis  
Kori Roth  
Alan Thompson (Team Lead)\*  
Stephan Thompson

**Goal 5—(Customers) Proactively engage our customers and stakeholders to understand their mission requirements and develop responsive solutions to enhance performance.**

**DoD Acquisition Insight Days Conference Team**



Alan Thompson accepting award

Paul Brierley  
Bernadette Crumb  
Linda Perry  
Susan Shirey  
Matthew Snedeker  
Jonathan Specht  
Jeffrey Tkach  
Jim Valley  
Lynn Zabkar (Team Lead)

**JPEO for Chemical Biological Defense**



Steve Brown\*  
Bob Carlson  
Jim Curry  
Bill Decker  
Bob Gustavus  
Larry Heller  
Mike McGhee  
Patrick Morrow  
Dr. John Snoderly  
David Swinney  
Bert Tagge  
Jim Weitzner



# Individual Awards

Congratulations to the following recipients of our individual awards in the DAU Corporate Recognition Awards program:

## Ask-A-Professor



Michelle Currier

## Curriculum Development



Gary Hagan



Nicole Isenberg



James Malloy



Donald Mansfield

## Customer Service



Kim Howells



Mark Lewis

## Knowledge Sharing



Ivan Teper

## Mission Assistance



Lt. Col. Karon Curry,  
USMC



Kenneth Nicholas

## Mission Assistance to the Warfighter



Seth Shepherd

### Research



Dr. Mike Kotzian

### Outstanding Media



Carol Scheina

### Staff Person of the Year



Richard David



Lisa Smith



Alan Thompson

### Teaching Band A



Jed Nichols

### Teaching Band B



Jan Kinner



Dr. Thomas Mahoney

### Teaching Band C



Bob Carlson



# Hall of Fame



## **Myrna Bass**

*In recognition of her service to the Defense Acquisition University from 1983 to 2006—As manager of DAU's Virtual Campus, Ms. Bass expertly directed the operations of the ATLAS learning management system to establish a global learning environment for the defense acquisition community. Her efforts were critical to DAU's ability to achieve over 300,000 online course graduates and 500,000 continuous learning module completions from 2002 to 2006. As the originator of DAU's Learning Resource Center, she enhanced the professional and personal growth and development of thousands of DAU students.*



## **Dr. John Dwyer**

*In recognition of his service to the Defense Acquisition University from 1987 to 2008—During Dr. Dwyer's 21 years at DAU, he made significant contributions that continue to impact the workforce today, including the Packard Commission and the passage of DAWIA. Serving in a variety of leadership and faculty positions, he culminated his career as the first site manager at Eglin Air Force Base, FL, where he provided responsive training support and mission assistance and fostered career-long learning. His outstanding efforts exemplified DAU's goal of being a vital part of the local acquisition community to enhance acquisition outcomes.*



## **Dr. Robert Lightsey**

*In recognition of his service to the Defense Acquisition University from 1991 to 2009—As a professor, department chair, and course manager, Dr. Lightsey transformed DAU's systems engineering program into a world-class training curriculum. He organized the Engineering and Technology Department and established strong working relationships with the systems engineering community across DoD. He authored numerous scholarly articles and led the development of DAU's Systems Engineering Fundamentals Course. His vast contributions to DAU and the defense acquisition community significantly enhanced the DoD acquisition process.*



## **RADM Lenn Vincent, USN, (Ret.)**

*In recognition of his service to the Defense Acquisition University from 1997 to Present—As the 14th Commandant of the Defense Systems Management College, RADM Vincent enhanced acquisition management training and ensured that learning assets were responsive to the needs of the military Services and defense agencies. As DAU's Industry Chair, he served as liaison between the university and industry. He provided students with a vital industry perspective through a world-class guest speaker program and participation of industry students in senior-level and executive courses.*

# Recognizing Workforce Achievement

On behalf of the USD(AT&L), DAU manages three awards programs designed to recognize achievement in acquisition operations and workforce development.

## David Packard Excellence in Acquisition Award

The Packard Award, established in 1997, is the most prestigious team award within the Department of Defense's acquisition, technology, and logistics community. It recognizes those organizations, groups, and teams that have demonstrated exemplary innovation using acquisition best practices. This year, 22 teams were nominated and considered for the outstanding accomplishments of their programs, with three teams ultimately being selected to receive the Packard Award.

### Combined Enterprise Regional Information Exchange System— International Security Assistance Force Team

*(l to r) Bill Sverapa; Mary Woods; John Kays; Garry Vittorini; Jennifer Zbozny; Matt Iannelli; LTC Bob Backman, USA; Doug Wiltsie; and BG Tom Cole, USA*

The CX-I Team rapidly responded to a critical gap in electronic data sharing among coalition partners in Afghanistan. The team engineered, procured, fielded, configured, and installed all CX-I equipment within four weeks of the date the operations order was signed while also providing CX-I training capability at facilities in the United States. The team's solution enabled extensive reuse of existing network equipment, saving over \$10 million at the first unit alone.



### Joint Strike Fighter Electronic Protection Team

*(l to r) VADM David Venlet, USN; Mark Strayer; Dave Black; Bill Dooley; Col. Tim Morris, USAF; and Doug Ebersole*

The F-35 Radar Electronic Protection team responded with innovation and agility to rapid changes and updates to software-based jamming systems and successfully demonstrated a quantum leap in performance against enemy jammers designed to meet an advanced threat. As a result of these achievements, the F-35 radar program is now in the confident position that it will be operationally effective in a dense and advanced electronic attack environment with its latest configuration, leading to a tremendous increase in the F-35's lethality and survivability.



### Aegis Readiness Assessment Vehicle (ARAV) Team

*(l to r) Tom Johnson; John Winstead; RDML Joseph Horn, USN; and Tim Troske*

The ARAV Team used innovative acquisition practices to build, integrate, and launch eight ballistic missile targets, including a new highly sophisticated vehicle that provided the United States with the ability to test against complicated threat representative countermeasures. The ARAV's acquisition strategy incorporated maximum reuse of assets and procedures, resulting in new vehicle targets that are over 85 percent less costly than the targets they replaced. When the requirement came to develop an additional member of the ARAV family, the ARAV Team responded with an unparalleled design within four months and deployment of the final target in 18 months—a previously unachieved accomplishment within the Missile Defense Agency. The resultant flight vehicle was delivered ahead of even the most aggressive schedule and cost \$23 million less than the only other proposed alternative.





## USD(AT&L) Workforce Achievement Award

The USD(AT&L) Workforce Achievement Award program was established as a result of the Weapon Systems Acquisition Reform Act of 2009 for the purpose of encouraging and recognizing excellent performance by members of the Defense Acquisition Workforce in the acquisition of products and services for the Department of Defense. Recipients are judged based on their specific achievements within their functional area/category.



### **Contract Auditing**

**COL Frank Steinbugl, USA, assigned to the Defense Contract Management Agency**

COL Steinbugl expertly crafted the contract administration tactics, techniques, and procedures that allowed the simultaneous stabilization of Iraq and commencement of the largest drawdown of forces since World War II. He spearheaded an aggressive approach to resolving contractor performance issues related to critical life, health, and safety services.



### **Contracting and Procurement**

**Patrick Losse, Defense Contract Management Agency**

Mr. Losse was responsible for all quality assurance functions of the most critical acquisition program in the Department of Defense, coordinating government inspection of thousands of MRAP all-terrain vehicles. Appointed the Quality Coordinator for the entire program, his oversight of more than 60 subcontractors and several production facilities was critical to real-time event management. His insight and leadership allowed DCMA to meet every expectation and surpass every goal.



### **Business**

**Mary "Kathy" Allen, U.S. Air Force**

Ms. Allen demonstrated excellence in business management as Chief of Finance for the 918th Armament Systems Group. Responsible for managing all financial resources for the \$8 billion portfolio of Miniature Munitions, she provided expert advice to program leadership for the effective, efficient, and transparent allocation of program resources. Ms. Allen's business and financial acumen enabled the Miniature Munitions Group to rapidly respond to CENTCOM and SOCOM combat requirements to integrate the Small Diameter Bomb Increment I onto a non-traditional airborne platform, increasing combat flexibility.



## **Program Management**

### **Margaret McCaskey, U.S. Special Operations Command**

Ms. McCaskey demonstrated unparalleled program management and leadership for the acquisition and sustainment of U.S. Special Operations Command's unmanned aircraft systems and intelligence, surveillance, and reconnaissance systems. She was responsible for assets providing 24 hours-a-day, seven days-a-week surveillance and overwatch in support of personnel engaged in overseas contingency operations worldwide. SOCOM's ability to develop and execute effective and efficient acquisition strategies that accelerate the fielding of weapons systems to the soldier is a direct result of Ms. McCaskey's leadership.

## **Life Cycle Logistics**

### **Barry Thrower, U.S. Army**

In his role as Logistics Director, Mr. Thrower is responsible for the execution and logistics support of close combat weapons systems, which are fielded throughout all units in the U.S. Army, the U.S. Marine Corps, and numerous international customers. He has managed numerous successful theater introductions of critical capabilities that were direct requests from the warfighter while maintaining a consistent operational readiness rate in excess of 90 percent for two weapons systems involved in combat operations in Operation Enduring Freedom and Operation Iraqi Freedom for the past five years.



## **Systems Planning, Research, Development, and Engineering**

### **James Carter, U.S. Air Force**

Mr. Carter demonstrated excellence as Director of Engineering for two high-profile weapons acquisition organizations: the Advanced Programs Group and the Miniature Munitions Group. He successfully transitioned the Active Denial System from a research lab effort to a true acquisition program, resulting in the first deployment of a directed energy weapon. He also led the Small Diameter Bomb Increment II program through Milestone B and acquired an all-weather, stand-off, moving target defeat weapon for the U.S. Air Force and U.S. Navy and returned the Small Diameter Bomb Increment I weapon to the fight.

## **Test and Evaluation,**

### **Stuart Butts, U.S. Air Force**

Mr. Butts excelled in his role as Technical Advisor for Detachment 6 of the Air Force Operational Test and Evaluation Center in planning, executing, and documenting realistic and objective operational tests and evaluations of Air Force, joint, and coalition fighter aircraft in support of major program milestone decisions and major command fielding decisions. He played a pivotal role in the determination of the mission capabilities and limitations of fifth generation and legacy fighter aircraft (F-35, F-22, F-16, F-15C/E, and A-10) through evaluations of operational effectiveness and suitability to meet warfighter mission needs.



## **Acquisition in an Expeditionary Environment**

### **Dave Seagle, U.S. Navy**

Mr. Seagle's contributions to the warfighter are best quantified by his program's record in 2009 and 2010 of providing over half of total maritime intelligence, surveillance, and reconnaissance (ISR) to the U.S. Central Command with a single air vehicle deployed. With each flight, this capability has freed multiple manned maritime patrol and reconnaissance aircraft to participate in other high-value ISR activities. Because of Mr. Seagle's efforts, this small program is a true force multiplier in Fifth Fleet's area of responsibility.



## USD(AT&L) Workforce Development Awards

The seventh annual USD(AT&L) Workforce Development Award program was held in conjunction with the PEO/SYSCOM Commanders' Conference. The award was established in 2004 for the purpose of recognizing organizations that are achieving excellence in learning and development for their employees. Additionally, the award program identifies best practices that other organizations can emulate. Details on these best practices can be found, at [www.dau.mil/acqawards/development](http://www.dau.mil/acqawards/development).

### Gold Winners



#### Large Organization

##### **Naval Undersea Warfare Center Division, Keyport, Keyport, WA**

Keyport's Technical Capability Health Assessment identifies gaps between workload demand and workforce supply, then assesses the level of technical capability available. Results are used to manage technical workload and to drive workforce training and development, succession planning, and recruiting.



#### Small Organization

##### **Cost and Systems Analysis Office, U.S. Army TACOM Life Cycle Management Command Warren, MI**

The Master Training Plan for each employee provides a step-by-step roadmap of the training required to achieve Level III DAWIA certification in their career field. The internally-developed Professional Analyst Development Plan is the backbone of C&SA's life cycle approach to workforce development.

### Silver Winners



#### Large Organization

##### **U.S. Army Tank Automotive Research, Development and Engineering Center Warren, MI**

TARDEC uses a career progression for students, from a summer hire program to the Student Temporary Employment Program and Student Career Experience Program (SCEP). After college graduation, many students convert to full-time intern positions. The five-year retention rate for SCEPs over the past 10 years is nearly 95 percent. More than 60 percent of student program participants achieve a leadership role at TARDEC.



#### Small Organization

##### **Air Force Security Assistance Center Wright-Patterson AFB, OH**

Process Desk Guides provide templates, checklists, and references for AFSAC's core business process execution. Authored by internal experts, the guides yield consistent work products and processes, transfer knowledge, and get new employees up to speed quickly. Nearly 460 guides have been completed, with a 62 percent increase in users and over 12,000 site visits by internal and external customers. AFSAC also initiated a Supervisor Certification Program with 25 super users completing the program.

## Bronze Winners



### Large Organization

#### **U.S. Army Natick Soldier Research, Development and Engineering Center Natick, MA**

NSRDEC's Leadership Competency Model encourages self-assessment and includes progressive, descriptive criteria for 22 competencies to facilitate planning for leadership development. Team leaders are paired with certified leadership coaches to discuss individual areas of development and focus on high-priority needs identified by self-assessments and 360-degree feedback.



### Large Organization

#### **Air Force Global Logistics Support Center Scott AFB, IL**

AFGLSC developed a Supply Management Certificate Program in line with the DoD Logistics Human Capital Strategy and with industry best practices. The framework addresses critical career development gaps and provides employees a training roadmap for their career path. This first-ever certification process for supply chain management employees requires demonstrating task proficiency through structured on-the-job training.



### Small Organization

#### **Office of Naval Research Arlington, VA**

ONR's Academy of Learning builds cross-functional relationships among the participants. Presenters use case studies, role playing, interviews, and small group activities to create an interactive learning experience. Additionally, to facilitate recruiting top engineers and scientists from around the country, ONR's Virtual Employee Program allows employees flexibility in choosing where to live. ONR currently has seven virtual employees.



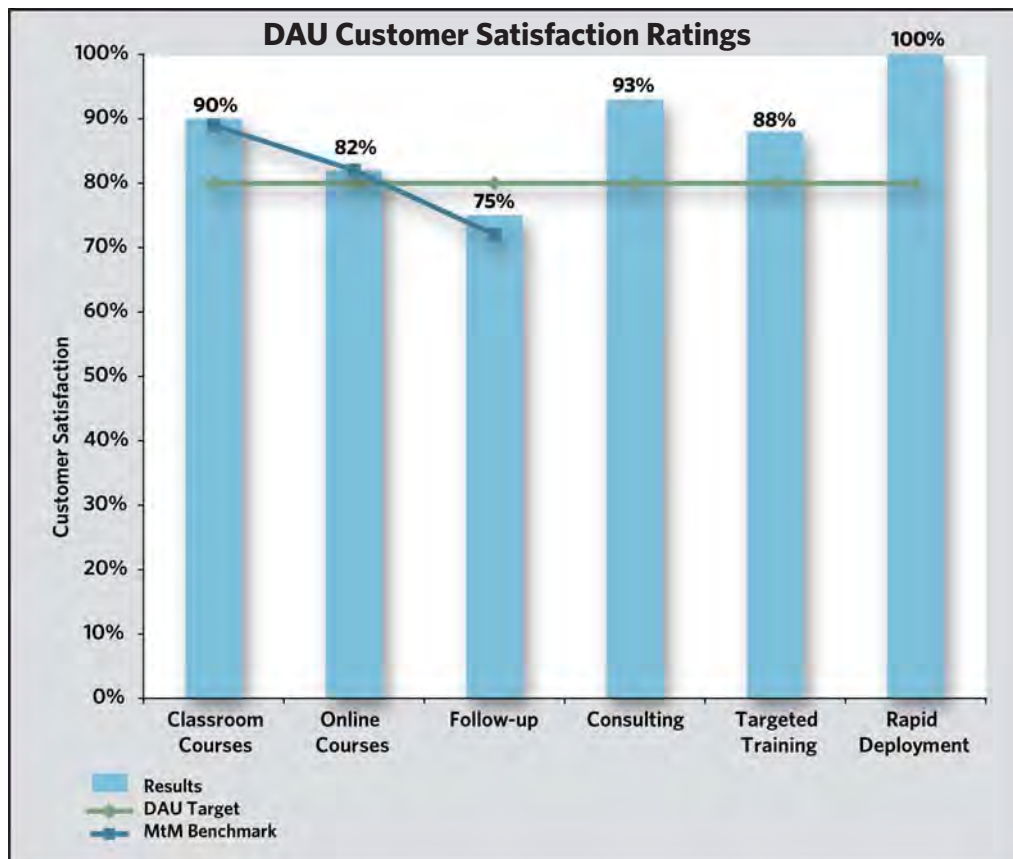
# Customer Satisfaction

## Ratings

For any organization to succeed, it must satisfy its customers. DAU does just that. From contracting personnel in areas of conflict to senior DoD leaders, from small buying commands to major defense acquisition programs, from individual workforce members to intact acquisition teams—DAU provides a variety of learning assets to help the Defense Acquisition Workforce support the warfighter. DAU uses the state-of-the-art, end-of-course survey program Metrics that Matter (MtM), 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 and uses the 7-point Likert scale. Students are provided a link to the survey at the end of each course, which includes questions on course content, coursework, faculty, and job applicability. Ratings are reviewed regularly and improvements are made in DAU's products and services based on these evaluations.

In FY10:

- 45,960 surveys were completed by students in DAU's classroom courses; the average rating was 6.31 (or 90 percent). This exceeded DAU's target of 80 percent by 10 percent and is 1 percent above the Metrics that Matter corporate benchmark of 89 percent.
- 93,007 surveys were completed by online students; the average rating was 5.77 (or 82 percent). This exceeded DAU's target of 80 percent by 2 percent and equals the Metrics that Matter corporate benchmark of 82 percent.
- 25,657 follow-up surveys were completed; the average rating was 5.26 (or 75 percent). This fell short of DAU's target of 80 percent by 5 percent but is 3 percent above the Metrics that Matter corporate benchmark of 72 percent.



# DAU Awards

## **2010 Brandon Hall Research Excellence in Learning Award for Best Use of Virtual Worlds for Learning**

DAU was named a recipient of a 2010 Brandon Hall Research Excellence in Learning Award in the Best Use of Virtual Worlds for Learning category. This category is for written descriptions of a workplace learning program that includes the use of a virtual world—such as Second Life or other 3-D immersive online space—for learning. DAU was selected for its Conclave family of immersive learning simulation technologies, part of the toolbox of intact team training capabilities.

## ***Leadership Excellence*—2010 Best in Leadership Development**

*Leadership Excellence* magazine connected with over 1,000 organizations to determine the best learning and development programs and practices. DAU was again selected as the Best in Government/Military. DAU has consistently won this top honor every year since 2005.





## DAU Locations

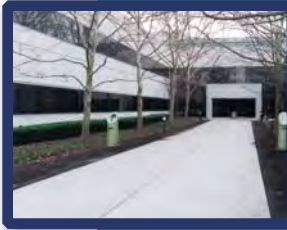
**DAU Student Services 1-888-284-4906**

**e-mail: [student.services@dau.mil](mailto:student.services@dau.mil)**

For more information on the  
Defense Acquisition University  
Call 1-888-284-4906  
or visit the DAU Web site at  
[www.dau.mil](http://www.dau.mil)



**West Region  
San Diego, CA  
619-524-4814**



**Midwest Region  
Kettering, OH  
937-781-1025**



**South Region  
Huntsville, AL  
256-922-8020**



**Mid-Atlantic Region  
California, MD  
240-895-7344**



**Capital & Northeast Region  
Fort Belvoir, VA  
703-805-2764**



**DSMC—School of Program Managers  
Fort Belvoir, VA  
703-805-2436**

**[www.dau.mil](http://www.dau.mil)**

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