



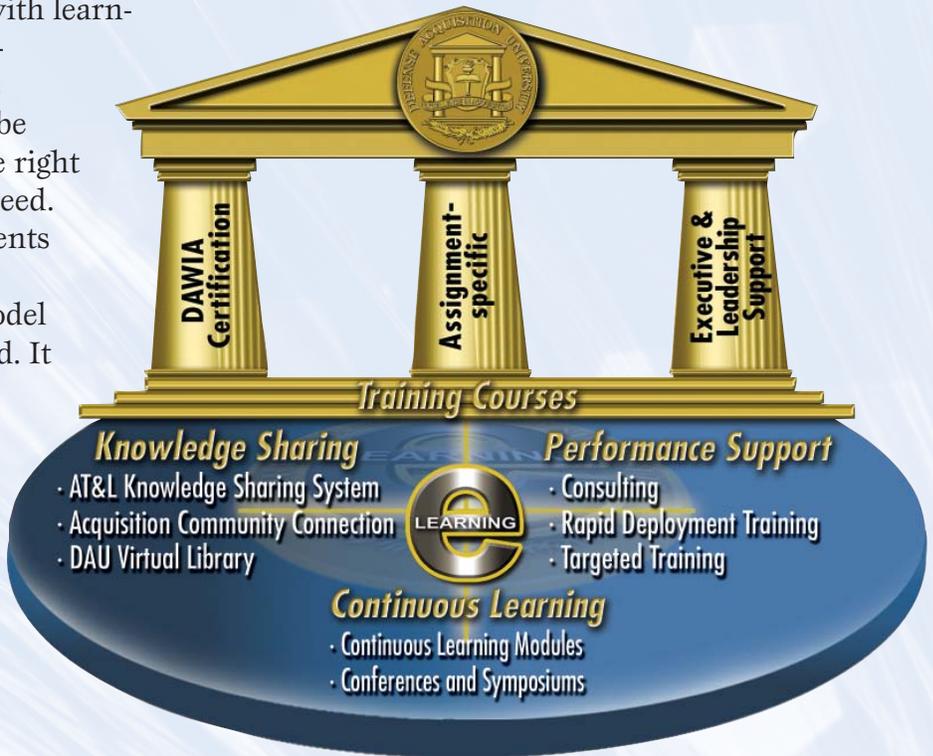
# *2007-2012 Strategic Plan*

*Powering the  
Engaged Learner*

# The AT&L Performance Learning Model: Powering the Engaged Learner

Given the rapid pace of change with learning concepts and enabling technologies, we must constantly improve ways we help our students learn and be successful on the job by delivering the right knowledge and skills at the point of need. Our intent is to fully engage our students both in the classroom and on the job. The AT&L Performance Learning Model (PLM) is primarily performance-based. It ensures that all learning activities are focused on enhancing job performance and workplace capability. The model itself is intended to be transparent to the learner, providing convenient and economical access to learning products 24 hours a day, 7 days a week. Our customers now view the PLM as a useful learning network where they seamlessly access learning assets. With PLM assets, our learners can engage in the classroom, online, in knowledge sharing communities with the help of experts, and on the job—before, during, and after formal training events. We believe that if our learners are engaged, then our workforce members are engaged.

DAU is helping to provide a learning environment for all AT&L organizations where learners are engaged—training courses, knowledge sharing, continuous learning, performance support, and rapid deployment training—with local learning resources and infrastructure via a learning network.



## AT&L Performance Learning Model

Full deployment of the PLM as a network of learning assets is significantly expanding the learning environment for the 131,906 members of the AT&L workforce and has ensured alignment of DAU learning assets to the strategic goals of our senior leadership. This customer-focused approach significantly contributes to extending the concept of learning beyond the classroom into the workplace to engage the AT&L workforce at the point of need.



*In 2006, the PLM was again reorganized as a best practice at the fourth annual Corporate University Best-in-Class awards – DAU was selected as “Best Virtual Corporate University.”*



### **Brandon Hall Gold Award and Chief Learning Officer Award**

*DAU received the Brandon Hall Gold Medal Award, and the Chief Learning Officer Gold Award for Learning Innovation, for the “AT&L Performance Learning Model.”*

*The Excellence in e-Learning Awards are awarded to organizations that are setting the pace in e-learning best practices, custom content, and innovative technology.*

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For more information on the Defense Acquisition University visit the DAU Web site at **[www.dau.mil](http://www.dau.mil)**  
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## President's Message

**W**e have come a long way since we published our first Strategic Plan. During these last five years, we transformed DAU from a 20th century training consortium into a 21st century premier corporate university. We aligned with our senior leadership, reorganized our business structure, regionalized our campuses, modernized our business and learning infrastructure, adopted a world-class learning architecture, updated our curricula, recruited the right talent, rewarded for performance, and garnered national recognition as the best corporate university in the world—thus accomplishing our original vision.

During 2006, in recognition for our continuing success, DAU was selected as “Best Overall Corporate University,” “Best Mature Corporate University,” “Best Virtual Corporate University,” and “Corporate University Leader of the Year”; selected as the Best Leadership Development Program in the public sector for 2006, the second consecutive year DAU was rated #1; and was also acclaimed by the United States Distance Learning Association (USDLA) for its new 21st Century Best Practices Award for the PLM, the highest award bestowed upon any organization in their industry. Internally, we also showed continued improvement with an almost 10 point increase during DAU’s 2006 organizational climate survey over the previous (2004) survey results—cited by experts as one of the best improvements in 30 years of practice! Also in 2006, we were made the champion of AT&L’s highest priority goal: People—a High Performing, Agile, and Ethical Workforce. As a result, we helped the Under Secretary of Defense (AT&L) publish his AT&L Human Capital Strategic Plan to build a highly effective, performance-based culture to attract, retain, motivate, reward, and right-shape a high-performing, top-quality workforce for future success. We cannot stop here.

Given the rapid pace of change with new learning concepts, demographic challenges, and enabling technologies, we must constantly improve ways we can help the AT&L workforce be successful on the job with the right knowledge and skills delivered at the point of need. Our intent is to fully engage our workforce both in the classroom and on the job. We believe this is dependent on an interactive learning environment using more simulations and action learning techniques embedded within all our new learning products in our resident courses, in distance learning, and within our knowledge sharing systems. With the right learning architecture and infrastructure, our workforce will be able to know and/or access everything about their jobs, on the job—all learning assets at our students’ fingertips.

Starting with this 2007–2012 Strategic Plan and our 2007 Organizational Performance Plan, we are raising the bar again ... I know that we are up to the challenge. I remain very proud to be your teammate and look forward to the great things we will accomplish in the future. Together we will continue to make a huge contribution to the AT&L workforce!



*To provide a 21st century learning environment, how we think about learning must change.*

Frank J. Anderson, Jr.  
President,  
Defense Acquisition University



**The DAU Strategic Plan sets the direction and provides us with the goals and strategies to create our future.**

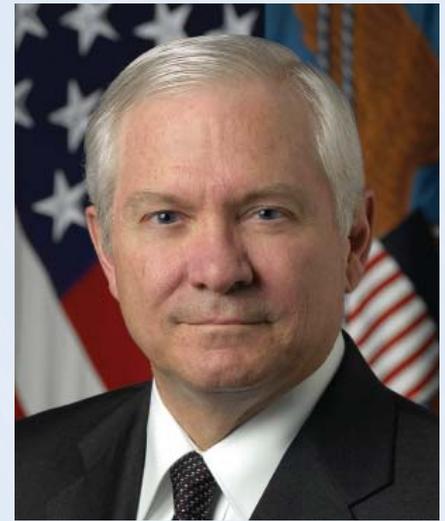


# DoD Transformation

The need to transform our Armed Forces, as well as the organizations and processes that control, support, and sustain them, is compelling. This need is a by-product of the effects of globalization on the international security order and the transition from the industrial age to the information age. President George W. Bush’s mandate for defense transformation was “to challenge the status quo and envision a new architecture of American defense for decades to come.” President Bush views transformation as a continuing process, one that not only anticipates the future, but also seeks to create it. The Department of Defense is rapidly transforming itself: mission, organization, capabilities, infrastructure, and business processes.

The Defense Department’s transformation is working because its military and civilian leaders recognize the need and are giving the effort the high level of emphasis it requires. Overall, the Department’s transformation must address three major areas: how we do business inside the Department, how we work with our interagency and multinational partners, and how we fight. New weapon systems and state-of-the-art technology are important parts of the Defense Department’s transformation, but the key to the process is the people involved.

As the primary learning assets provider for the DoD AT&L workforce, the Defense Acquisition University is a strategic enabler. Through a virtual, continuous presence with the workforce that allows us to be on the job worldwide, DAU products and services enhance workplace performance, promote mission effectiveness, and help to reshape the DoD AT&L workforce to meet future challenges.



*“The Department must have a vision that conveys to the public a commitment to attract and develop the best mix of people, both military and civilian. This vision must be supported by an effective human capital strategy that is actively measured against well defined goals.”*

Hon. Robert M. Gates  
Secretary of Defense



# DAU Transformation: Creating the Engaged Learner

The Defense Acquisition University (DAU) has transformed by embracing a corporate university model that aligns all activities with AT&L strategic goals and focuses on the needs of AT&L field organizations and individual AT&L workforce members. Everything we do must enable them to improve job performance and implement new business processes so they can provide the very best weapon systems, equipment, and services for the Department of Defense. Our corporate mindset is that we are fully integrated in our learners' careers from the time they enroll in their first DAU course until they retire.

Our award-winning network-centric learning architecture—the AT&L Performance Learning Model—is directed at making the worldwide AT&L workforce “engaged learners.” Engaged learners are motivated knowledge seekers who take responsibility for their development. They are passionate about learning and energized by it. They know where to look for knowledge; are empowered to control the learning process; and are enabled by their acquired knowledge, tools, skills, and expertise to solve workplace problems quickly and creatively.

DAU’s strategic intent is to fully engage our students both in the classroom and on the job through:

- 24/7 Learning Environment** (real-time access to knowledge, tools, skills, and expertise). With the right learning architecture and infrastructure, each learner will be able to know and/or access everything about his or her job, on the job—all learning assets are at each learner’s fingertips. We want to deliver *workflow learning* to AT&L field organizations. Workflow learning provides content-in-context by embedding learning assets at specific nodes of a business process to provide task and work support and facilitate performance improvement. We want to provide individual AT&L workforce members with *personalized learning portal capability* to access DAU, agency, and local learning assets. Their learning portal will be supported by a learning asset integration engine to identify and deliver prioritized and sequenced learning assets in response to the learner’s preferences.
- Interactive Delivery** (cohort training, simulations, role-play, case-based scenarios, real world dilemmas, and action training). We will aggressively move toward hard-hitting, shorter, *competency-based courses* focusing on core information; more assignment-specific and tailored courses; and shorter, modular executive training. We will deliver content with a primary focus on using more *simulations and action learning techniques* embedded within all our new learning products: in our resident courses, in distance learning, and within our knowledge sharing systems.
- Appeal to Motivation** (job-relevance, curiosity, self-directed, success, enthusiasm, pride, sense of accomplishment, social, contribution, and team spirit). Provide learning products and services that help the learner fulfill motivational needs.



*“The Department is enhancing our major business processes, our oversight of individual programs, and the tools available during program execution to ensure our programs remain stable and achieve expected cost, schedule and performance outcomes. For these initiatives to succeed, we must acquire and sustain a 21st century acquisition, technology and logistics workforce—a task I consider my number one goal.”*

Ken Krieg  
Under Secretary of Defense  
(Acquisition, Technology, and Logistics)



# DAU Strategic Planning Process

- O**ur Strategic Planning Process includes:
- Strategic Plan that covers 6 years but is updated annually as a living document.
  - Organizational Performance Plan that establishes tasks and performance measures for the current year.
  - Organizational Performance Assessment that assesses the actual versus planned accomplishments for the year.
  - Annual Report that informs our customers and stakeholders of DAU's achievements for the preceding year.

DAU structures its strategic plan by first pinpointing its strategic challenges, which are then translated into five strategic goals (the equivalent of strategic objectives). Each of the DAU goals represents a major part of its business enterprise—customer, mission, infrastructure, people, and transformation. Each is considered a broad area that represents statements of strategic imperatives. Each strategic goal has a set of multi-year strategic measures to gauge the progress made during each of the 6 years toward achieving the goal. These goals are also covered through a small but encompassing set of enabling strategies. These enabling strategies are more detailed in nature and contain the direction needed to understand the precise areas to target our attention.

In addition, and in alignment with the strategic goals, separate and discrete performance tasks are defined in the DAU Organizational Performance Plan and are to be accomplished during the year. These tasks are projects, each headed by a project manager. Performance targets, outcomes/output measures, and indicators of success define progress toward the higher level enabling strategies. An Organizational Performance Assessment is prepared to assess performance plan tasks and overall program progress of the strategic goals, as well as university strengths and opportunities for improvement.

The strategic planning process starts with identifying opportunities, threats, major shifts in technology, market, competition, or regulatory environment and its inherent effect on long-term organizational sustainability within an annual environmental scan. Each year, the environmental scan activities cover analyses of Defense transformation and strategy documents, USD(AT&L) strategies, and benchmarking studies. Analyses are performed by reviewing periodicals and attending conferences as well as other outreach opportunities as they

**Strategic Planning Process Relationship**



arise, to determine the utility of best practices and to perform comparative analysis of performance. In addition, the University President meets three times a year with an external group of advisors called the Board of Visitors (BoV) who bring an assessment of DAU's progress and sustainability. From the environmental scan and strategic assessments, strategic challenges are defined for the university. DAU's Strategic Plan addresses the challenges, and planning is then recommended by the strategic council and approved by the President, DAU.

## Performance Improvement System

At the operational level, performance improvement is driven by our ongoing triannual reviews of performance (Enterprise Performance Review and Analysis [EPRA]) with the appropriate actions taken for performance issues. The strategic planning process provides a systematic approach to performance evaluation and improvement efforts at the corporate level. Any improvement projects that are given a high priority are described as performance tasks in the Organizational Performance Plan. Those improvement projects that are less of an impact on our customers and mission performance are assigned to future year annual plans awaiting their turn for resourcing. We identify improvements primarily through leadership reviews of operational performance, customer satisfaction ratings and inputs, and mission-support results. We conduct recurring self-assessments during EPRA's to systematically evaluate each part of our management system for strengths and opportunities for improvement.

The opportunities for improvement are identified throughout the year. Inputs may come from external or internal sources. The strengths and opportunities for improvement also become a major source of data that are analyzed by our strategic planners for shaping our strategic direction. Through this EPRA system, we make improvement a continual process and a vital piece of our strategic planning efforts.

Our strategic planning process is dynamic and cyclical. DAU ensures that the strategic plan is realistic, achievable, and aligned to the budgeting process. Each year is supported by an Organizational Performance Plan that is comprised of performance tasks. Some performance tasks require action plans due to their complexity or high priority. Any performance tasks that cannot be accommodated due to resource constraints, a shift in priorities, or reallocation/deployment of assets to handle emergencies are repositioned into a future year Organizational Performance Plan slot. Priorities shift to and from any of the 6 performance plan years.

## 2007-2012 Environmental Scan

### Forecasting Our Environment:

Transformation, Seamless Connectivity, Joint Network-centric Operations, Capabilities-based Planning, Space-acquisition, Joint Rapid Acquisition, DAU/FAI Partnership, Homeland Security, Terrorism, Focused Logistics, Sense and Respond, Business on Demand, Global Economy, Workforce Maturation Demographics...



# Core Competencies

As the corporate university for the DoD Acquisition, Technology, and Logistics (AT&L) community, we leverage our core competencies to meet our customers' needs. Our competencies have become strategic resources for the DoD AT&L community and consist of:

## Multi-Functional, Applied Subject Matter Expertise

Having held positions as highly skilled field practitioners themselves, DAU faculty and staff collectively possess experience and expertise across DoD AT&L disciplines and are unique in their comprehensive knowledge of the DoD environment, business practices, and processes.

## AT&L Unique Curriculum Development and Rapid Response Capabilities

DAU's curriculum development expertise is unique in regard to design, content, and intimate understanding of the DoD AT&L workplace environment and culture. This facilitates the alignment of the curriculum to the career-long learning needs of the DoD AT&L workforce, and rapid training on emerging AT&L policy initiatives.

## Knowledge Sharing

DAU is the knowledge manager and repository for the AT&L body of knowledge and steward for its communities of practice.

## Practitioner Training, Performance Support, Applied Research, and AT&L Career Management

DAU faculty and staff deliver practitioner training, performance support, applied research, and AT&L career management to meet the career-long needs of their customers—end-to-end learning and development.

## Relationships with AT&L and Defense Industrial Communities

Because they are a key part of the DoD AT&L workforce themselves, DAU faculty enjoy trust and confidence and are able to directly relate to their customers. Together, as part of the DoD AT&L team, they build and maintain strong professional, mutually beneficial relationships in curriculum development, performance support, continuous learning, and in promoting government best practices in the execution of the DoD AT&L mission.



## Our Values Form the Foundation of the “DAU Experience”

**W**hat we call the “DAU Experience” is the deeply felt

and remembered quality of our service to every-

one we touch. Our DAU values of team-

work, customer focus, performance

excellence, and speed and agility

form the foundation for providing

the “DAU Experience.” Everyone who

comes in contact with DAU—our stakeholders,

customers, and faculty and staff—whether in the classroom,

online, on the phone, at conferences, or in meetings will “receive the same great customer-focused experience anywhere, anytime—no matter what part of DAU they experience.” Within DAU we need to provide the DAU experience to our faculty and staff by creating a working environment that promotes cooperation, trust, helpfulness, and professional growth. Our interaction with each other must be marked by respect, consideration, and mutual assistance. Such an environment will make a good place to work even better—a model for others to emulate.



### ***Alignment and Teamwork (Connected)***

We are aligned with our senior leadership and are a team. Through support, respect, and trust in each other, our faculty, staff, and customers develop *One Vision, One Team, One Game Plan*.

### ***Customer Focus (Relevant)***

We are a customer-centric organization. We take into account our customers' perspective in all we do, and help them succeed by maximizing their capabilities through total learning and performance solutions.

### ***Performance Excellence (Quality)***

We take pride in our work and pursue excellence in all we do. We value professionalism, integrity, and quality.

### ***Speed and Agility (Responsive)***

We are proactive and anticipate customer requirements. We have a sense of urgency to produce products and services to fully meet the total learning needs of the workforce.

# Strategic Goal Alignment



*“DAU is key to promoting Department-wide strategies and programs to ensure that we have the right acquisition, technology, and logistics workforce skills, capabilities, and tools to support statutory, policy, and warfighter requirements.”*

Hon. Ken Krieg  
Under Secretary of Defense (AT&L)



Hon. James I. Finley  
DUSD (A&T)



Hon. Jack Bell  
DUSD (L&MR)

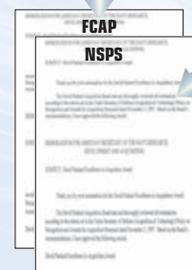


Hon. John J. Young, Jr.  
Director, Defense Research  
& Engineering

## Contribution-based Process

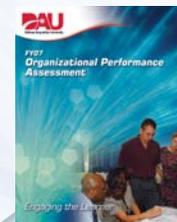


Establish Objectives



**Leadership Team**  
Mission  
Challenges  
Vision  
Goals  
Enabling Strategies

**Supervisors**  
Performance Tasks



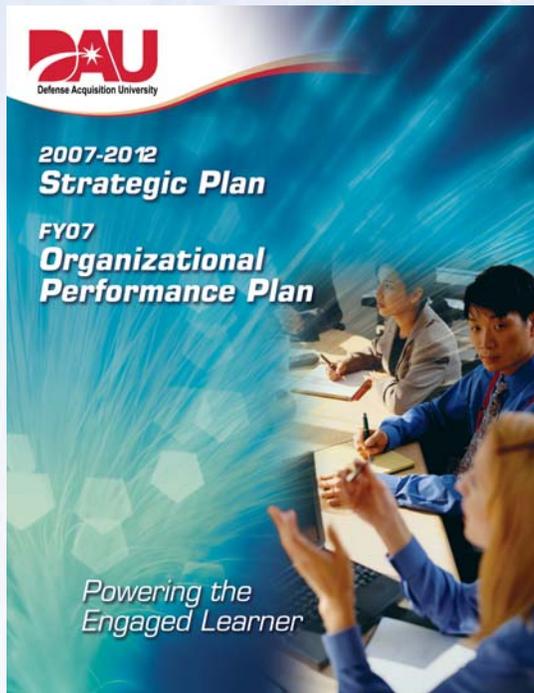
Report Results

- Setting individual objectives based on strategic/annual performance plans
- Agreement on performance criteria
- Periodic performance feedback
- End-of-period: self- and supervisor evaluations
- Rewards tied to mission contribution
- Overall evaluation of how performance aligns with targets DAU-wide

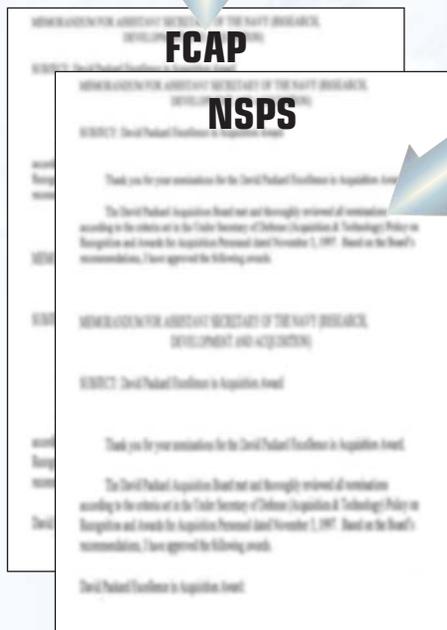
## AT&L Goals

1. High Performing, Agile, and Ethical Workforce
2. Strategic and Tactical Acquisition Excellence
3. Focused Technology to Meet Warfighting Needs
4. Cost-effective Joint-Logistics Support for the Warfighter
5. Reliable and Cost-Effective Industrial Capabilities Sufficient to Meet Strategic Objectives
6. Improved Governance and Decision Processes
7. Capable, Efficient, Cost-Effective Installations

Each member of the Defense Acquisition University team must ensure that his or her activities and individual objectives support the performance tasks contained in the Organizational Performance Plan and Organizational Performance Assessment.



**Establish Objectives**



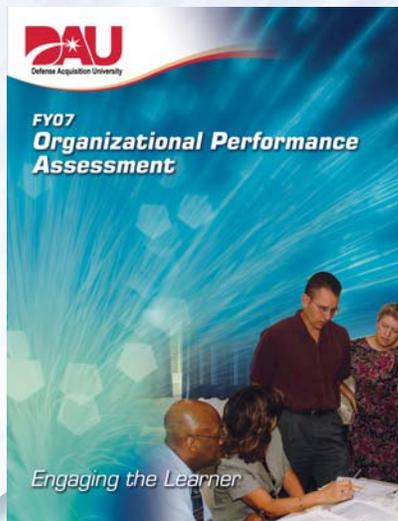
**Leadership Team**

- Mission
- Challenges
- Vision
- Goals
- Enabling Strategies

**Supervisors**

- Performance Tasks

- **Setting individual objectives based on strategic/annual performance plans**
- **Agreement on performance criteria**
- **Periodic performance feedback**
- **End-of-period: self- and supervisor evaluations**
- **Rewards tied to mission contribution**
- **Overall evaluation of how performance aligns with targets DAU-wide**



**Report Results**

# Mission

**Provide practitioner training, career management, and services to enable the Acquisition, Technology, and Logistics community to make smart business decisions and deliver timely and affordable capabilities to the warfighter.**

**O**ur mission statement reflects that DAU now serves an ever more inclusive DoD Acquisition, Technology, and Logistics community and that we are using innovative techniques such as distributed learning, performance support, communities of practice, and continuous learning modules to enhance workplace performance.

DAU has broadened its mission scope to include an AT&L workforce career management responsibility. The skill sets required by the new business environment of the 21st century can no longer be served by separating workforce learning and career management. Human capital best practices require a consolidated approach. The AT&L workforce is now supported by a DAU that fully integrates education, job skill needs, assignment experience, succession planning, training, and policy. Additionally, DAU now:

- Provides close alignment of all human capital activities that affect the workforce needs in support of AT&L goals;
- Provides closer connectivity to workforce management and its developmental needs;
- Provides additional subject matter expertise and resources in shaping policy with career-long learning needs.

## Mission Success

In recognition of our success in achieving an innovative and far-reaching training transformation, DAU earned accreditation, won 7 distance learning awards, and won 15 corporate university best-in-class awards. Competing with other successful organizations helps us benchmark how we are performing our mission. In 2004, the American Society of Training and Development recognized DAU as the best of the best—the No. 1 corporate university in America. In 2005 and 2006, DAU was recognized as the No. 1 organization in the government for leadership and development. Finally, in 2006, as part of the “8th Annual Corporate University Week Conference,” the industry’s largest conference and exhibition for corporate universities, Defense Acquisition University (DAU) was selected as “Best Overall Corporate University,” “Best Mature Corporate University,” and “Best Virtual Corporate University.” In addition, Mr. Frank J. Anderson, Jr., DAU President, was selected as “Corporate University Leader of the Year.”



2006 Corporate University Best In Class  
“Best Overall Corporate University,”  
“Best Mature Corporate University,” and  
“Best Virtual Corporate University.”



The Best in Leadership  
Development 2005  
and 2006



The American Society of  
Training and Development  
BEST Award



Chief Learning  
Officer Awards  
2004 and 2006



Winner of the Corporate  
University Xchange Excellence  
Award



U.S. Distance Learning  
Awards 2005



Accredited by the Council on  
Occupational Education



Member of Training  
Magazine’s Top 100



Gold-medal Winner of Brandon Hall  
Best Practices for e-Learning

# Vision

## A best-in-class corporate university providing a world-class learning environment.

**O**ur vision sets the direction and states what we are trying to become and what we must accomplish for success. The DAU Corporate University model targets career-long learning needs and job-critical skills of our DoD AT&L workforce. We have focused all activities to ensure value-added contributions for our customers and alignment with the strategic goals and business objectives of the DoD leadership.

To align with and support our senior leadership’s goals, DAU must address strategic challenges with its strategic plan. The strategic challenges are defined during environmental scans and form the basis for DAU’s vision and goals. The environmental scan activities encompass analyses of Defense transformation and strategy documents, USD(AT&L) Strategic Goals Implementation Plan and Human Capital Plan strategies, and benchmarking studies. These analyses are performed by reviewing periodicals and attending conferences, as well as other outreach opportunities as they arise to determine the utility of best practices and to perform comparative analysis of performance. The 2007-2012 Strategic Plan must address five strategic challenges with its strategic goals and enabling strategies:

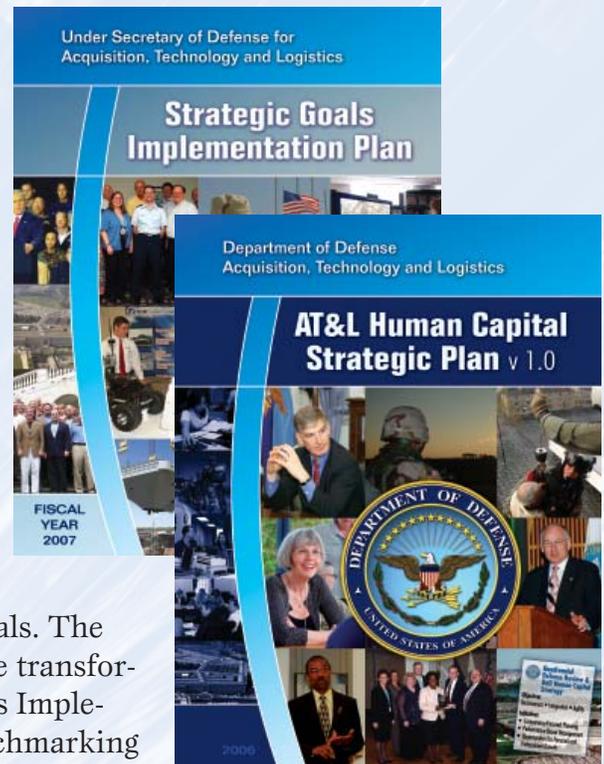
**Challenge 1**—Staying relevant and current to an AT&L workforce with value added learning assets that enable them to engage on-the-job and make better business decisions.

**Challenge 2**—Forcing data-driven decisions internally by deploying tools and technology and conducting analyses in order to be a role model for sound business decisions.

**Challenge 3**—Advancing our transformation journey while simultaneously building on infrastructure and supporting a motivated workforce that offers “The DAU Experience” every day to every customer.

**Challenge 4**—Meeting the growing demands of our customers and stakeholders with the fiscal constraints of a fixed budget.

**Challenge 5**—Aligning people performance to organization performance as measured from our customers’ perspective.



# Strategic Goals and Strategic Measures

(What success looks like from 2007-2012)

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

**W**e focus all our efforts and resources on customer needs and stakeholder requirements—a customer-centric approach to our mission. Enabling Strategies:

- Enhance and fully integrate (content & infrastructure) all assets and tools within the Performance Learning Model.
- Partner with Learning Organizations to create an end-to-end enterprise learning network to include personalized workspaces.
- Incorporate the most effective methods, tools, and techniques that will create and sustain expertise, knowledge, and skills.
- Leverage technology to provide real-time access and learning at the point of need capability.

### Strategic Measures:

- Student graduates over 100,000 per year
- Aggregate customer satisfaction for Kirkpatrick Level I surveys of learning assets greater than 5.6 (80%) on the 7-point Likert scale.
- Twenty percent of all DAU courses modularized and made available as continuous learning / knowledge sharing assets per year.



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

**W**e set the standards for the university to be among the very best. We leverage best practices and learning technologies, and optimize resources to provide our customers with the skills they need to succeed. Enabling Strategies:

- Enhance data-driven decision-making capabilities.
- Continue to integrate and modernize our support IT and online learning infrastructure.
- Implement a cost containment strategy to optimize resources for learning asset development.

### Strategic Measures:

- Annual cost per hour of learning and development delivered less than \$20.
- Total student travel costs less than 20% of annual budget.
- Average annual teaching hours greater than 600 per faculty member (excluding Learning Support and Executive faculty), with an aggregate prep-to-teaching ratio of less than .5 to 1.0.
- Achieve a minimum of 24 registered students per applicable classroom course offering at least 85% of the time each year.

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

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**W**e will significantly impact the rapid transformation needs of DoD by promoting performance support, communities of practice, rapid deployment training on emerging initiatives, and relevant research. Enabling Strategies:

- Leverage applied research to promote breakthrough change, performance excellence, and enhance learning assets for the AT&L community.
- Provide AT&L workforce with certification, professional growth, and leadership development opportunities.

### **Strategic Measures:**

- Complete 100% of Congressionally mandated tasks and 60% of planned research projects / studies by assigned deadline each year
- Update AT&L Human Capital Strategic Plan and accomplish 80% of applicable measures / milestones each year.

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

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**I**n order for us to accomplish our goals, we must invest in human capital and professional growth that leads to value added contributions to the warfighter's needs. Enabling Strategies:

- Attract and retain the most talented and experienced faculty and staff.
- Implement a Professional Development Program.
- Implement a performance-based assessment and incentive program.

### **Strategic Measures:**

- Conduct climate survey at least every 2 years and achieve an aggregate mean score of 65 or above.
- Achieve 95% of the OSD target for full-time equivalents per year.
- Establish a budget for professional development at a minimum of 2% of unloaded salary per year.



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

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**C**ustomer Relationship Management is how we deliberately plan to interact with our external and internal customers and stakeholders to promote a great DAU experience. Our internal customers are our faculty and staff. Our external customers and stakeholders include the Congress, DoD AT&L senior leadership, Service acquisition organizations and, of course, the Acquisition, Technology, and Logistics workforce and community. Enabling Strategies:

- Fully deploy a Customer Relationship Management Program.
- Provide the DAU Experience to all who come in contact with DAU.
- Gain a national leadership reputation and branding for DAU as a premier corporate university.

### **Strategic Measures:**

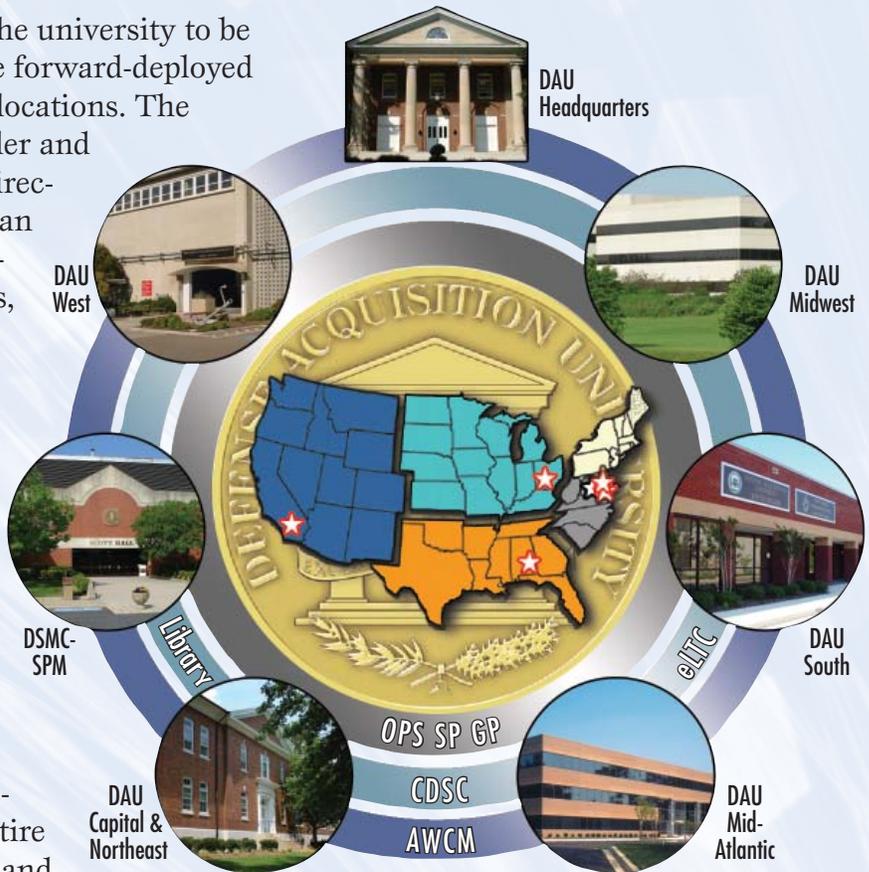
- Visit 75% of key customers per year.
- Aggregate customer satisfaction for Kirkpatrick Level I surveys of learning assets greater than 5.6 (80%) on the 7-point Likert scale.

# Managing the Corporate University

**W**e have completely reorganized the university to be more customer-centric and have forward-deployed our teaching faculty to major customer locations. The DAU headquarters focuses on stakeholder and customer value, develops the strategic direction of the university, allocates the human and financial resources needed to implement the university's business strategies, and measures results. The six "operating business units" (regional campuses and the Defense Systems Management College–School of Program Managers) execute the mission. Integrated Product Teams provide leadership and guidance to ensure best practices, tools, and processes are shared and implemented across DAU.

The Operations Support Group focuses on infrastructure and support across DAU, adding value by consolidating processes and leveraging support for the entire enterprise. The Curricula Development and Support Center, the e-Learning and Technologies Center, and the Acker Library provide the university with the latest learning products and technologies. The Acquisition Workforce and Career Management office complements DAU's learning and development activities by providing end-to-end career management for the AT&L workforce. The result is an organization with enormous capability and opportunity.

We have transformed DAU into a flexible, responsive, agile learning enterprise. Our transformation initiatives are on target, and our strategic planning process will help DAU stay focused on achieving successful mission results.



# DAU Leadership Team Commitment



*We are committed to working together with our senior leadership, faculty and staff, stakeholders and partners, and most important, our customers, to turn the Strategic Plan into a reality and ensure that all who come in contact with the DAU receive the DAU experience—an experience second to none.*

Mr. Ken Krieg  
Under Secretary of Defense  
(Acquisition, Technology and  
Logistics)

Mr. Frank J. Anderson, Jr.  
President and Chief Learning Officer

Dr. James I. Finley  
Deputy Under Secretary of Defense  
(Acquisition and Technology)

Dr. James S. McMichael  
Vice President

Col Mary D. Kringer, USAF  
Commandant

Mr. Garry R. Shafovaloff  
Director  
Acquisition Workforce & Career  
Management

Mr. Mark C. Whiteside  
Director, Performance  
and Resource Management

Mr. Joseph E. Johnson  
Director, Planning, Policy and  
Leadership Support

Ms. Margaret A. S. Hogan  
Director, Human Resources

Mr. Dave L. Scibetta  
Director, Operations Support Group

Mr. William A. Erie  
Director, Curricula Development  
and Support Center

Dr. J. Robert Ainsley  
Executive Director, e-Learning and  
Technologies Center

Mr. Andrew A. Zaleski  
Dean, DAU West Region

Mr. James L. McCullough II  
Dean, DAU South Region

Ms. Barbara J. Smith  
Dean, DAU Mid-Atlantic Region

Mr. John T. Shannon  
Dean, DAU Capital and  
Northeast Region

Mr. David P. Fitch  
Dean, DSMC-School of  
Program Managers

## A Premier Corporate University

2006 CUBIC Best Overall Corporate University

2006 CUBIC Best Mature Corporate University

2006 CUBIC Best Virtual Corporate University

2006 CUBIC Corporate University Leader of the Year

2006 Top Leadership Development Program in Government

2004 CLO Magazine CLO of the year and Learning in Practice Awards

2004 and 2003 ASTD Best Award

2004 Training Top 100

2003 CUX Excellence Awards (Two 1st place & Honorable Distinction)

2003 Brandon Hall Gold Medal Award for Excellence in e-Learning

2001, 2002, and 2005 USDLA Awards

Accredited by Council on Occupational Education

Featured in major magazines

