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DAU ANNUAL REPORT

*The
Year
2000
—
A
Year
of
Challenge...
A
Year
of
Change...
A
Year
of
Choice.*

The Year 2000 — A Year of Challenge, Change, and Choice

This Annual Report describes the accomplishments of the Defense Acquisition University (DAU) in FY 2000, as we continued to meet the challenge of training the Acquisition, Technology, and Logistics Workforce, while laying the foundation for creating relevant learning products and delivery techniques for the 21st Century.

The year 2000 represented continuity and change. The University continued to provide classroom training to 140,000 members of the Acquisition, Technology, and Logistics Workforce. But we also began the process of recasting our organization along the lines of a corporate university model.

Rather than focusing primarily on resident training and student throughput, DAU will increasingly play a broader role in managing and accelerating change. We will focus on performance improvement — employing education, training, performance support, knowledge management, and continuous-learning and teaming-learning approaches.

“Rather than focusing primarily on resident training and student throughput, DAU will increasingly play a broader role in managing and accelerating change.”



Frank J. Anderson, Jr.
President
Defense Acquisition University



The Defense Acquisition University

Fort Belvoir, VA Campus

Fort Lee, VA Campus

Norfolk, VA Campus

WPAFB, OH Campus

A Brief History

The Defense Acquisition University was authorized by 10 U.S.C. 1746, and was chartered in October 1991 by Department of Defense Directive (DoDD) 5000.57. DAU began operating on August 1, 1992. Its mission is to provide the acquisition community with the right learning products and services to make smart business decisions. Over the intervening years, the DAU has evolved from a consortium of DoD education and training institutions and organizations into the unified structure it is today. The DAU provides mandatory, assignment-specific, and continuing education courses for military and civilian personnel serving in 11 acquisition career fields.

As the DoD corporate university, the DAU provides a full range of basic, intermediate, advanced, and assignment-specific courses to support the career goals and professional development of the Acquisition, Technology, and Logistics Workforce.

“The Defense Acquisition University was authorized by 10 U.S.C. 1746, and chartered in October 1991 by Department of Defense Directive (DoDD) 5000.57. DAU began operating on August 1, 1992.”



Team DAU

Team DAU consists of 545 dedicated civilian and military personnel who accomplish the mission of DAU through education, research, consulting, and information dissemination. The Team is committed to customer support and acquisition excellence.

Formerly organized on a decentralized consortium basis, in FY 2000 DAU became a unified organization, consolidating its headquarters to Fort Belvoir, VA. This has allowed senior management to nurture internal partnerships, implement workload leveling, and facilitate resource sharing among its business units.

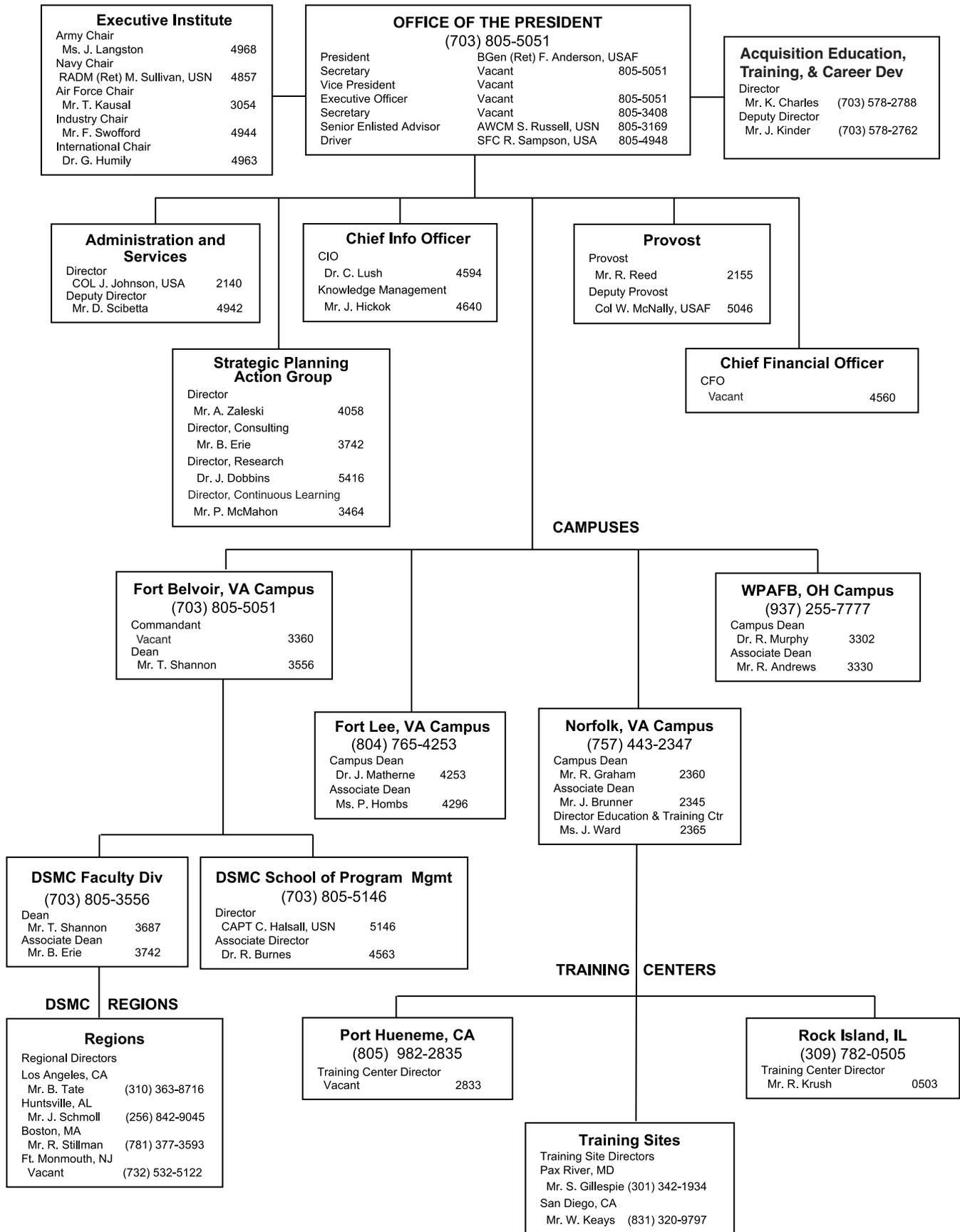
*DAU Office of the President,
Campuses, Regions, and Training Centers*

We operate from four main campuses (Fort Lee, VA; Fort Belvoir, VA; Norfolk, VA; and Wright-Patterson AFB, OH). Four regional sites include Los Angeles, CA; Huntsville, AL; Boston, MA; and Fort Monmouth, NJ. Training Centers include Norfolk, VA; Rock Island, IL; and Port Hueneme, CA. Training Centers are located at Patuxent River, MD, and San Diego, CA. In addition to these DAU locations, we have affiliations with the National Defense

“Team DAU consists of 545 dedicated civilian and military personnel who accomplish the mission of DAU through education, research, consulting, and information dissemination.”



DAU Organization Chart



University, Defense Contract Audit Institute, and private vendors.

The First Corporate Plan — Smart Business 20/20

The University prepared its first corporate plan, called *Smart Business 20/20*, to provide the Defense Acquisition University with a clear vision (20/20) of how its faculty and staff can accelerate acquisition reform through learning and support in solving specific real-world issues to make smart business decisions.

It establishes goals that will enable DAU to help create a more effective Acquisition Workforce through education, training, research, and consulting.

A product of much internal discussion among representatives of all DAU campuses, *SB 20/20* sets the course for a dramatic shift in DAU priorities, based on what our stakeholders told us they needed — to enable the Acquisition, Technology and Logistics (AT&L) Workforce to implement the Revolution in Business Affairs.

We coordinated this plan closely with the Defense Acquisition Career Managers (DACMs), Service Acquisition Executives (SAEs), AT&L leadership, students, industry, academia, and the DAU Board of Visitors. You spoke, and we listened and responded.

“A product of much internal discussion among representatives of all DAU campuses, *SB 20/20* sets the course for a dramatic shift in DAU priorities, based on what our stakeholders told us they needed — to enable the Acquisition, Technology and Logistics (AT&L) Workforce to implement the Revolution in Business Affairs. ”

**SMART BUSINESS
20/20**



PREPARING FOR THE FUTURE
DEFENSE ACQUISITION UNIVERSITY

B U S I N E S S P L A N 2 0 0 1

Briefings to Dr. Gansler on the Fast-Track Initiatives

To show DAU’s commitment to accelerating change, certain corporate plan tasks — called *Fast-Track Initiatives* — were selected for rapid implementation.

The *Fast Track Initiatives* culminated on June 20, 2000, when DAU hosted Dr. Jacques S. Gansler, Under Secretary of Defense (Acquisition, Technology and Logistics) and gave him a briefing on the status of DAU. General Anderson walked him through the DAU *Smart Business 20/20 Plan*, placing emphasis on 10 *Fast-Track Initiatives*.

Dr. Gansler was very supportive, gave his approval to move out, and General Anderson planned to return in 60 days to brief our progress. On September 5, 2000, General Anderson provided Dr. Gansler and the SAEs with a status update on the DAU *Fast-Track Initiatives*. Anderson emphasized a need to reprioritize the DAU budget commitments to accomplish these initiatives.

As of September 5, 2000, DAU was on track to consolidate its headquarters at Fort Belvoir and reengineer the Program Management career field. The latter involved the development of two new courses to be delivered all or in part via distributed learning. The reengineering also involves developing the new Objective Advanced Program Manager’s Course (APMC) to be piloted in FY 2002. On September 29, 2000, General Anderson again met with Dr. Gansler and the SAEs to present a budget with requirements and resources aligned. The trade-offs had been coordinated with the DACMs. Dr. Gansler and the SAEs concurred with the recommended course of action to get the Next Generation of Acquisition Training moving.

**The New DAU
Fast-Track
Initiatives**



The Way Ahead



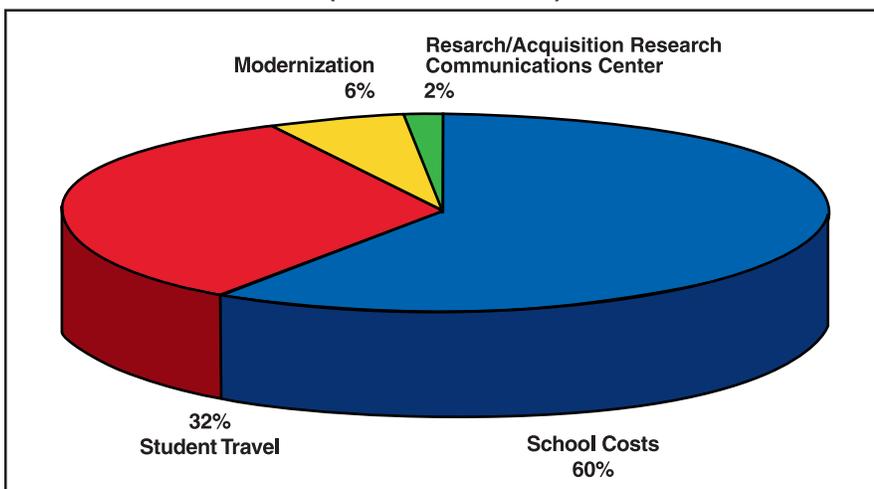
Next Generation Acquisition Training



“Building a new culture to provide ‘best-in-class’ acquisition education and training.”

Smart Business 20/20

DAU Budget
(FY 2000=\$101.1 M)



DAU Fast-Track Initiatives

- DAU HQ/DSMC Collocation at Fort Belvoir
- Revision of PM Training Curriculum
- Critical Thinking and Case-Based Curriculum
- Faculty Development and Currency
- Budget Reassessment and Realignment
- FIPT/OIPT Jump-Start
- Supporting the New “5000” Changes
- Knowledge Management
- Change Management Center
- Strategic Alliances

DAU Principal Officers



David R. (Dave) Oliver, Jr.

[Acting Under Secretary of Defense \(Acquisition, Technology, and Logistics\)](#)

Dave Oliver is the Acting Under Secretary of Defense for Acquisition, Technology and Logistics. He was the Principal Deputy Under Secretary of Defense for Acquisition, Technology, and Logistics and was confirmed to this position by the Senate on May 21, 1998.

From Indianapolis, Mr. Oliver graduated from the United States Naval Academy. While in the Navy he commanded two submarine groups and was Chief of Staff to the Seventh Fleet. His last active duty tour was as Principal Deputy to the Assistant Secretary of the Navy for Research, Development and Acquisition.

In 1995, Mr. Oliver joined Westinghouse Electric Systems Group in Baltimore, MD, as the Manager for Naval Analysis and, later, as Director for a major international program. He moved to the position of Director of Technology and Business Development for Naval Systems following Northrop Grumman Corporation's acquisition of Westinghouse Baltimore operations.

Mr. Oliver holds a Bachelor of Science degree in Marine Engineering from the Naval Academy and completed Naval Nuclear Training. Additionally, he holds a Master of Arts in Political Science and International Affairs from American University.



Donna Richbourg

[Acting Deputy Under Secretary of Defense \(Acquisition Reform\)](#)

Donna Richbourg is the Acting Deputy Under Secretary of Defense for Acquisition Reform. She was designated the Principal Assistant Deputy Under Secretary of Defense for Acquisition Reform in April 1998, and Acting Deputy Under Secretary of Defense for Acquisition Reform from January 1997 through April 1998. She leads all efforts of the Department of Defense to improve and streamline its policies and practices governing the development, procurement, and support of defense materiel, weapon systems, and associated activities.

In the Department of the Navy from 1990 to 1994, she served as the Deputy Program Executive Officer for Acquisition in the Office of the Program Executive Officer for Air, Anti-Submarine Warfare, Assault and Special Mission Programs. From 1983 to 1990, she served in Deputy Program Manager positions in the Naval Air Systems Command's F-14 Tomcat Aircraft Program Management Office.

She is a graduate of the Federal Executive Institute, the Naval Air Systems Command Senior Executive Management Development Program, and the Defense Systems Management College Executive Program Manager's Course. She earned her Bachelor's degree in Business from American University.



Frank J. Anderson, Jr.

President
Defense Acquisition University

Frank Anderson is President of the Defense Acquisition University (DAU). He is a retired Brigadier General, United States Air Force. He previously served as Vice President of the Defense Acquisition University, and led the strategic planning process that shaped the current DAU reengineering initiative. He is a former Commandant of the Defense Systems Management College, Deputy Assistant Secretary of the Air Force for Contracting, and Air Force Competition Advocate General. He also served as the first chairman of the Federal Inter-agency Working Group for Alternate Dispute Resolution. He is Level-III certified in both program management and contracting.

He has served as a major weapon system program director, product group manager, director of contracting for a major acquisition center, commander of a plant representative office, and warranted contracting officer.

He is a graduate of the Defense Systems Management College Program Management Course, Air Command and Staff College, Industrial College of the Armed Forces, and has a master's and Bachelor's degree (Cum Laude) in business.

"Building a new culture to provide 'best-in-class' acquisition education and training."

DAU Board of Visitors



Seated left to right: Donna Richbourg, Acting Deputy Under Secretary of Defense (Acquisition Reform); Dr. J. Ronald Fox, Chairman; Frank Anderson, Defense Acquisition University President; Rich Reed, DAU Provost.

Standing left to right: Charles Adolph, Senior Vice President, Science Applications International Corporation; Dr. Lionel Baldwin, President, National Technological University; Dr. Wendell M. Holloway, Vice President, Government Relations, Suburban Hospital Health Care System, Inc.; Karen Wilson, Vice President, Government Business and Finance, Honeywell International; Eric Levi, Consultant; Robert Murray, President, Center for Naval Analyses; James Gallagher, President, The Dayton Group.

Not shown: Stephen Ayers, Senior Vice President for Contracts & Procurement, Science Applications International, Inc.; Peter DeMayo, Consultant; Lt. Gen. Thomas Ferguson, Jr., USAF (Ret), Senior Partner, Dayton Aerospace Associates, Inc.

DAU Executive Board



The Executive Board, which replaced the Defense Acquisition Career Development Council, is the senior policy oversight body for DAU.

Seated left to right: Stan Soloway, Former Deputy Under Secretary of Defense (Acquisition Reform); Donna Richbourg, Acting Deputy Under Secretary of Defense (Acquisition Reform), Chairperson, DAU Executive Board; and Frank Anderson, Defense Acquisition University President.

Standing left to right: Rich Reed, Acting DSMC Commandant and DAU Provost; Eric Levi, Consultant; Marty Evans, Air Force Service Acquisition Executive; Dr. Diane Disney, Deputy Assistant Secretary of Defense (Civilian Personnel Policy); RADM Raymond A. Archer, USN, Vice Director, Defense Logistics Agency; Dr. J. Ronald Fox, Consultant; Dr. Jerome Smith, Chancellor for DoD Education and Professional Development; William Hauenstein, Director of Acquisition Career Management (Department of the Navy).

Not shown: Darleen Druyun, Principal Deputy Assistant Secretary of the Air Force (Acquisition and Management); Ed Elgart, Office of the Deputy Assistant Secretary of the Army (Procurement).

DAU Campus Deans



Dr. John W. Matherne

Dean,
DAU Fort Lee, VA
Campus

John Matherne was previously employed in positions with Brown Engineering Company, Air Force Space Command, Air Force Tactical Air Command, and the Army Logistics Management College.

He was the Distinguished Visiting Professor, Department of Mathematical Sciences, U.S. Military Academy (1990-91), and taught as an adjunct professor with the University of Florida and the College of William and Mary.

He is a past member of the U.S. Army Operations Research Advisory Committee and serves on the editorial board of the *Acquisition Review Quarterly* and the *Journal of Military Operations Research*.

He attended Louisiana State University, earning a B.S. in Physics and a Ph.D. in Mathematics.



Mr. Tim Shannon

Dean,
DAU Fort Belvoir, VA
Campus

Tim Shannon has held a number of leadership and management positions within the Defense Systems Management College. Beginning as an instructor in the Funds Management Department, he was the first Department Chair in 1991. While in this position, the Department grew 40 percent as the amount of DoD budget-related material taught in various DAU courses increased dramatically.

In October 1994, he became Associate Dean of Faculty, responsible for recruiting and hiring both military and civilian faculty and associated staff. As the workload increased, DSMC experienced significant downsizing and realigning of military and civilian faculty.

In October 1997, Mr. Shannon became Acting Dean of Faculty. He was formally appointed Dean of Faculty in May 1998.

He holds a B.S. from the U.S. Naval Academy and an M.B.A. from the Naval Postgraduate School.



Dr. Richard L. Murphy

Dean
DAU Wright-Patterson AFB, OH
Campus

Rich Murphy began his career at McClellan AFB in contracting in August 1971. He joined the faculty of the School of Systems and Logistics, Air Force Institute of Technology, in September 1974, where he held positions as course director for several Professional Continuing Education (PCE) and graduate courses, Program Manager for the Master's Degree Program in Cost Analysis, Deputy Department Head, and Associate Dean.

He has done extensive research and consulting, primarily in the area of parametric cost estimating.

He holds a Bachelor's Degree, two Master's Degrees, and a Ph.D. in Business Administration from the University of Cincinnati.



Mr. Richard Graham

Dean
DAU Norfolk, VA
Campus

Richard Graham has been Norfolk Campus Dean since November 1999. He has worked for the Department of Defense since 1967.

A mechanical engineer, he has held several senior positions with the Army Materiel Command, Naval Sea Systems and Air Systems Commands, and the Naval Postgraduate School.

Mr. Graham formerly worked in research at the Naval Research Laboratory and was a Test & Evaluation engineer while serving in the Army.

In 1988, he was selected as a Deputy Program Manager for NAVAIR and held this position for 6 years. He has worked in Acquisition Commands for 30 years.

DAU Headquarters Staff



Rich Reed

Provost
Defense Acquisition University

Rich Reed is Provost of the Defense Acquisition University (DAU) and former Provost and Deputy Commandant of the Defense Systems Management College.

As Provost, he is responsible for planning/directing University operations to ensure quality education for acquisition positions ranging from basic through intermediate to senior levels. Establishes/maintains course curricula to support training in functional area competencies; manages class scheduling for all courses; and enforces quality and performance standards to govern curriculum content and delivery of courses.

Mr. Reed retired from the U.S. Army in 1992 after a distinguished career. He holds an M.B.A. from Central Michigan University.



Joseph E. Johnson

Colonel, USA
Director, Administration and Services
Defense Acquisition University

Joe Johnson has served since April 1998 as Director of Administration and Services at the Defense Acquisition University, Fort Belvoir, VA. He assumed this position following a three-year assignment as Commander, Defense Contract Management Command Baltimore-Manassas, Manassas, VA.

His military education includes graduation from the Program Manager's Course, and the United States Army War College. He is a member of the Army Acquisition Corps, certified at Level III in both contracting and program management.

His acquisition assignments have included duties as an electronic warfare contracting officer and the Defense Logistics Agency administrative contracting officer training program.

He holds a B.A. in European History from Washington and Lee University and an M.S. in Contract and Acquisition Management from Florida Institute of Technology.



Andrew A. Zaleski, II

Director
Strategic Planning Action Group
Defense Acquisition University

Andy Zaleski has held numerous leadership and management positions during 30 years in the United States Air Force and the last five years in Defense Industry.

He was Base Commander at Hansom AFB, MA, Program Manager, Comptroller, Director of Cost Management, Director of Personnel, Contracting Officer, Command Planner and Programmer (PPBS), and Strategic Planner.

He was a Senior Research Fellow at the National Defense University.

In the early 1990s, he served as the Dean and Air Force Element Commander at DSMC. He acted as the College's key implementer of the Defense Acquisition Workforce Improvement Act (DAWIA) and the focal point with the newly established Defense Acquisition University.

Most recently, he was employed by Tecolote Research as their Washington Operations Manager.

He is certified at Level III in DoD Financial Management and Program Management. He holds a B.S. in Engineering from the United States Military Academy, and an M.S. in Systems Management and M.A. in Athletic Administration from the University of Southern California.



Dr. Craig L. Lush

Chief Information Officer
Defense Acquisition University

Dr Craig L. Lush assumed responsibility as the Chief Information/Knowledge Officer for the Defense Acquisition University in July 2000.

Prior assignments include CIO/CKO for the Defense Systems Management College, various faculty and management positions within DSMC, and a variety of Acquisition-related positions at the Army Materiel Command, Army Information and Security Command, PM M1 Abrams, PM Light Combat Vehicles, and PM M9. He is Level III-certified in Program Management.

Dr. Lush holds an A.S. and B.S. from the University of Maine, M.S. from The George Washington University, and a Ph.D. from Virginia Tech.

DAU Customers and Products

Certification Training

Ten DAU courses were via distance learning. We anticipate sixteen of them will use that media by the end of 2001. In accordance with satisfaction of our No. 1 strategic goal (see "FY2000 Highlights), this increase in e-learning will allow us to better serve our customers by providing them with training anywhere, anytime for twenty-four hours per day, seven days per week (24/7).

DAU Course Descriptions

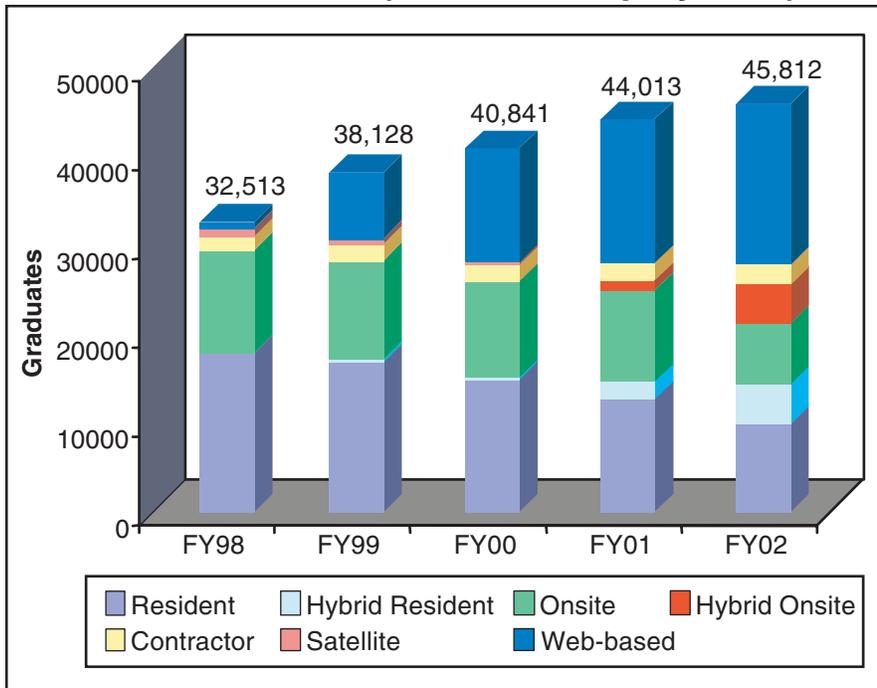
DAU Course Descriptions are identified in the annual DAU catalog — the official Department of Defense reference for acquisition workforce certification. In addition to concise checklists of education, experience, and training prescribed in each career field, the catalog provides administrative information on registration procedures, information on the Senior Acquisition Education programs, and career field descriptions as well.

Other DAU Products

The Defense Acquisition University provides a wide range of acquisition-related products, including requisite training, research,

"DAU Course Descriptions are identified in the annual DAU catalog — the official Department of Defense reference for acquisition workforce certification."

DAU Graduates (FY01-02 are projected)



and consulting services for any Federal agency, based on available resources and analysis of specific requirements.

Reaching out beyond the scope of certification training for the acquisition workforce, DAU provides tailored training to meet the needs of specific organizations. “Just in time” facilitation services, and a range of consulting and research services are also offered across the spectrum of acquisition disciplines. These services can be performed on a fee-for-service basis when the customer requirements fall outside the annual DAU budgeted program of operations.

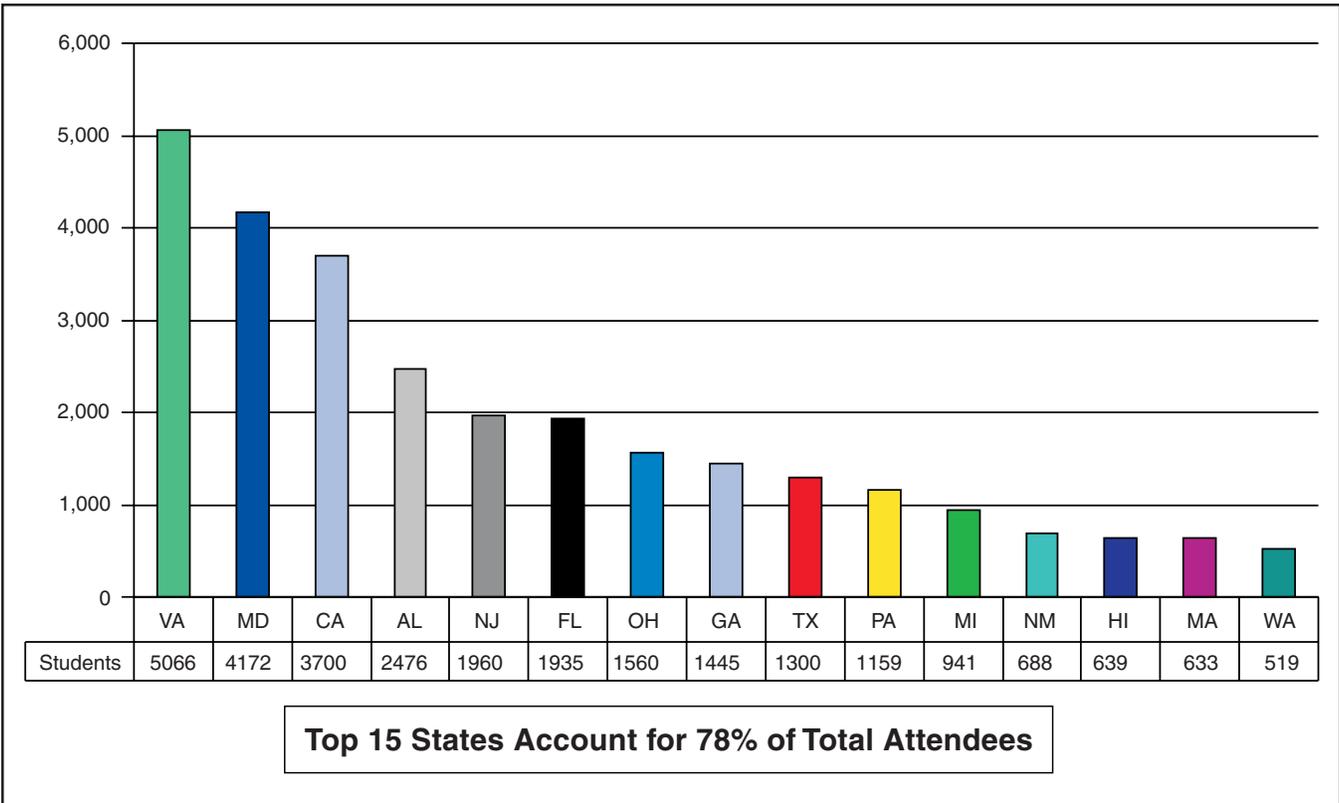
The University coordinates these requests directly with the requiring agency to match our multifaceted capabilities with customer needs. We develop these targeted training and consulting initiatives to address each organization’s specific requirements under agreed-upon cost, schedule, and performance plans established in coordination with the customer. DAU maintains a world-class staff and faculty, shaping today’s acquisition workforce for development of tomorrow’s defense systems.

Acquisition Career Fields: Our Customers in the AT&L Workforce

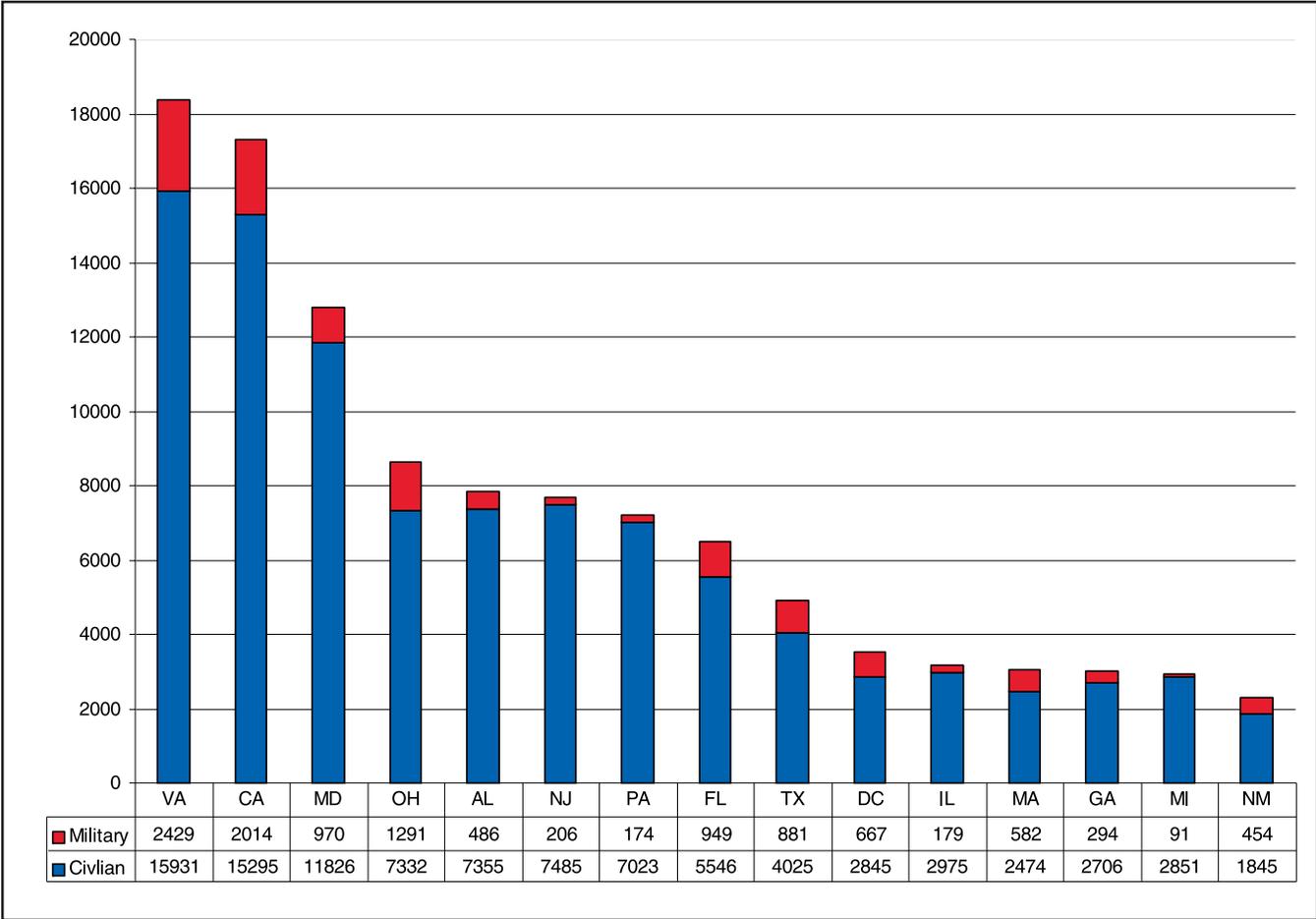
Acquisition Career Fields	Civilian	Military	Total
-Acquisition Logistics	10,492	573	11,065
-Auditing	3,467	0	3,467
-Business, Cost Estimating, and Financial Management	10,283	357	10,640
-Communications-Computer Systems	6,732	435	7,167
-Contracting	23,975	2,360	26,335
-Industrial Property Management	643	0	643
-Manufacturing, Production, and Quality Assurance	10,535	489	11,024
-Program Management	9,473	3,846	13,319
-Purchasing	4,496	24	4,520
-Systems Planning, Research, Development and Engineering	38,542	1,740	40,282
-Test and Evaluation	4,848	1,090	5,938
-Other	130	4,321	4,451
TOTAL	123,616	15,235	138,851

Source: DoD 5000.52-M

FY 2000 DAU Students Top 15 States



Acquisition Workforce Top 15 States



DAU Strategic Goals

1.

Provide our stakeholders and customers with what they need, when and where they need it.

2.

Operate a premier learning enterprise.

3.

Advance excellence in acquisition business practices.

4.

Employ knowledge management to enhance learning and productivity.

5.

Provide our stakeholders and customers with a preeminent faculty and staff.

Goal 1. Provide Our Stakeholders and Customers with What They Need, When and Where They Need It.

Listening to Our Customers — New Insights, Better Solutions

Acquisition organizations have expressed their need to minimize the costs of learning and make the best investment possible in education and training. They want to acquire learning in ways that are distributed, low cost, low impact on current infrastructure, readily available, adaptable, and time efficient. They want learning that includes insights and solutions; lessons learned; risk management; and the latest legal, regulatory, and Acquisition Reform information. Finally, they want training, consulting, and research tailored to their precise needs. Our goal is to thrill our customers by delivering products with the right content in the right place at the right time and price — with the right people and attitude. We have committed our resources to maintain and develop products and services, and we are ensuring that we understand our primary stakeholders' *big picture* by partnering with our customers.



Offering Tailored Courses

During FY 2000, DAU conducted a significant number of tailored courses.

Among these were 15 Defense Acquisition Executive Overview Workshops (ACQ 403s) presented for 18 general/flag officers and SES civilians. Curriculum for each of these workshops was 100 percent tailored to the specific acquisition learning needs of the attendees.

A tailored Executive Program Manager's Course (PMT 303) was designed and delivered for a Program Executive Officer (PEO), his Deputy, government members of that office, and senior members of their prime contractor team.

For the third consecutive year, DSMC conducted two offerings of an Air Force Program Managers Refresher Course. The course was specifically tailored to meet Air Force needs and was delivered on a fee-for-service basis.

Late in the year, DSMC designed and developed a tailored Executive Refresher Course (ACQ 405) in response to a request from the Army's Crusader Program Office.

Performance-Targeted Learning and Critical Thinking Skills

The goal of critical thinking is to produce learners who can evaluate situations and then consistently make well-informed decisions. We provide the workforce with performance-targeted learning through hands-on, tailored curricula focused on developing practical insights in order to enhance job performance.

Critical thinking is a central theme throughout all DAU courses. This is especially true in our level III courses and dominates the learning philosophy of our new Advanced Program Manager's Course, PMT 401. This course is being developed by a team composed of specially selected and trained DAU professors dedicated to the task of designing and implementing a totally new curriculum in which the primary learning methodology is "Case-Based Learning." Critical thinking is the most important element inherent in Case Studies.

The cases and other experiential learning exercises being developed for PMT 401 are based primarily on problems, challenges, and dilemmas encountered by past and serving Program Managers, Deputy Program Managers, and Program Executive Officers as expressed by them during actual interviews conducted by DAU professors. These dilemmas form the base upon which the professor, in close coordination, develops individual case studies with the personnel that actually worked through the specific dilemma.

The Case Studies all demand that the learner must study the written case material, and individually and as part of a group: identify the specific dilemma to be addressed; define the dilemma; identify alternatives and their pros and cons; select the appropriate alternative; identify the expected associated risks; define the risk management approach to mitigate the risk; defend the selected alternative before other learners and the professor; prepare the implementation plan; and assess results. This is a practical application of critical thinking to problem solving that can be of true value to the professional acquisition practitioner after completion of the course.



Case-Based Training Underway

Numerous opportunities are underway or planned to develop case writing and delivery skills within the DAU faculty. In July 2000, Dr. Cynthia Ingols started the effort with six DSMC faculty developing cases for the objective APMC (PMT 302N). Dr. Ron Fox, Professor Emeritus of the Harvard Business School (HBS), conducted a case-writing seminar for the PMT 302N Team on August 15, 2000. Dr. Mike Roberts, Director of the HBS Case Development Center, conducted a 1½-day Case Writing Seminar on 6-7 September, 2000 and 23-24 September, 2000, for the PMT 302N Team and other DAU faculty.

Faculty from Western Ontario University will conduct a 4½-day case development class and a 3½-day case teaching class in December 2000. Trips are planned to the Harvard Business School and the University of Virginia Darden School of Business to observe case-study facilitation techniques and methods from senior case-study faculty members.

Developing a DAU in-house capability is an objective of this effort, with the case-study development and facilitation skills becoming an integral part of the DAU Faculty Development Plan.

Targeted Training

Continuing its long established role as a provider of custom tailored and targeted training for Defense and Federal agency reimbursable customers, DAU in FY 2000 revamped existing courses and developed new ones to deliver the latest in acquisition developments and business practices to its diverse customer base throughout the country.

This project was undertaken in consultation with the Principal Deputy Under Secretary of Defense (AT&L), and the course will be delivered to a multitude of customers in FY 2001, most notably, a large contingent of Naval Acquisition Workforce members in offerings scheduled and funded by the Navy's Director of Acquisition Career Management.

The Norfolk Campus course in Alternative Dispute Resolution (ADR) is also being expanded, to satisfy the U.S. Air Force's desire for a comprehensive course in ADR for Air Force contracting professionals.

New in FY 2000, a 2½-day Acquisition Seminar was designed as either an overview or refresher course as required by the customer. Navy Reserve Command (COMNAVRES) New Orleans sponsored several offerings, and FY 2000 ended with two presentations at the Special Operations Command in Tampa, FL. Several offerings are already scheduled for various program offices in FY 2001 and will be delivered to classes comprised of program managers, program office integrated product teams, and contractor teammates.



Supporting the Department of Justice Procurement Conference

DAU strives to satisfy customers by delivering products (training, consulting, and research) with the right content in the right place at the right time, with the right people.

Many Federal agencies have expressed a need for DAU products and services. The Department of Justice requested DAU support to help with their first ever department-wide procurement conference June 27-29, 2000, in Washington, DC.

Wright-Patterson instructors developed and delivered a three-day course on writing and evaluating Statements of Work. The course contained information on developing a scope of work; addressing applicable documents; developing work statements; and evaluating effectiveness for task completion, pricing, and contract compliance. The class contained 40 students representing such career areas as engineers, buyers, contracting officers, and administrators.

Program Director Concept

As a corporate university, DAU is charged with helping the Acquisition Workforce develop the skill sets needed to make smart business decisions. Individual courses must contain the most effective content — knowledge seamlessly integrated throughout the courses. Program Directors (PDs) lead virtual teams and are the focal point for all curriculum issues.

We now have PDs for Acquisition Management (AM), Program Management (PM), Contracting Business Management (CBM), Contracting (CON), Industrial Property (IP), Financial Management (FM), Logistics (LOG), Information Resource Management (IRM), Production Quality (PQ), and Manufacturing (PQM), Systems Engineering/Test and Evaluation (SE/T&E), and Cost Estimating (CE). Guided by the DAU Provost, PDs work with course managers and functional integrated process teams to structure and logically sequence the right content across all courses within their areas.

“Guided by the DAU Provost, PDs work with course managers and functional integrated process teams to structure and logically sequence the right content across all courses within their areas.”



The New Program Management (PM) Career Field Curriculum

The Fundamentals of Systems Acquisition Management Course (ACQ 101) is web-based and is focused on the development of acquisition policy and procedures across 11 functional disciplines.

The Intermediate Systems Acquisition Course (ACQ 201) is a blend of web-based technology (40 hours) and resident instruction (1 week), focusing on the application of acquisition knowledge (DoD 5000-2-R).

The Program Management Tools Course (PMT 250) is web-based and uses a software-intensive Unmanned Aerial Vehicle (UAV) system scenario that requires students to apply leadership skills and various cost, schedule and performance tools and techniques (e.g., work-breakdown structure (WBS), risk management, cost estimating, earned-value). Students work asynchronously in modules 1-8 and synchronously via cohort groups for modules 9-10.

The Program Management Course (PMT 352) is a blend of web-based technology (96 hours) and resident instruction (5 weeks). The students, within a realistic scenario, will carry out the program office activities prescribed by the 5000-series regulations through 10 learning modules, in a team-based environment.

The Advanced Program Manager’s Course (PMT 401) will develop a pool of senior program management personnel (i.e., GS-14/O-5 and above) as potential candidates for senior program management assignments (e.g., Program Executive Officers (PEOs), Program Managers (PMs), Deputy Program Managers (DPMs), department heads, division chiefs, major Integrated Product Team (IPT) leads).

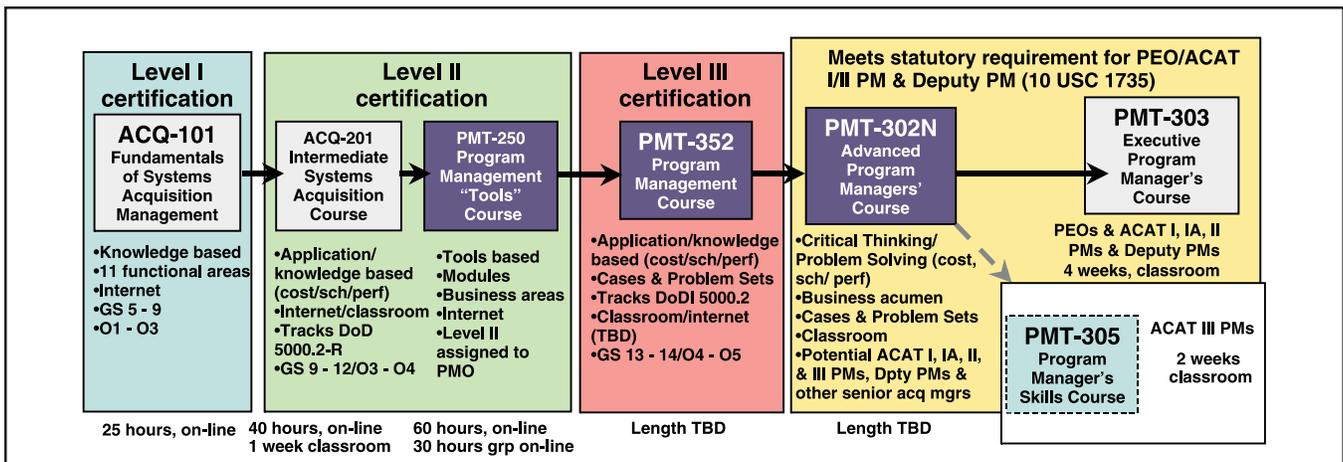
The Executive Program Manager’s Course (PMT 402) is an assignment-specific course for newly selected PEOs, DPEOs, PMs and DPMs. The 4-week resident course is tailored to the learning needs of the students. Students develop action plans for major dilemmas they will face upon return to their worksites.

The completion of PMT 401 and PMT 402 satisfies the statutory requirement (10 U.S.C. 1735) for PEOs and ACAT I and II PMs and DPMs. The course can be tailored to the learning needs of the students.

Retooling Program Management Training.

We completely restructured the functional training for program management and we are really excited about the results. The new layout for PM training places emphasis on three principal elements: e-learning, case-based training, and the program management course for Level III certification training. This restructuring reduces resident training weeks by 600 work-years annually.

Proposed Program Management Career Track



The Objective “Advanced Program Manager’s Course”

The objective “Advanced Program Manager’s Course” (APMC) is designed to develop a pool of senior Program Management personnel (i.e., GS-14/O-5 and above) as potential candidates for senior program management assignments (PMs, DPMs, PEOs, department heads/division chiefs/major IPT leads). It will be a rigorous, hands-on senior practitioner’s course, demanding student demonstration of individual and group capability to successfully lead acquisition programs through the DoD acquisition process.

Attendees will be acquisition professionals with significant acquisition experience in positions of responsibility prior to attending the objective APMC. The course prerequisite will be the Program Management Course. The objective APMC emphasizes the integrative nature of defense systems program management across disciplines, organizations, major information technology, and weapon systems. The students demonstrate insertion of commercial best practices into the acquisition system with emphasis on adapting change management in the DoD acquisition environment and developing appropriate business relations.

The objective APMC is a graduate-level course using a Harvard case study format.

A historical database of dilemmas from the Executive Program Manager’s Course is being validated with the acquisition community and will be used as the foundation of the course to develop/enhance critical-thinking, problem-solving, and decision-making skills. The Pilot offering is scheduled for October 2001.

The Objective APMC — Critical Thinking

Based on the Harvard Case Study format, Critical Thinking in the Objective Advanced Program

Manager’s Course

emphasizes the following:

- Acquisition & Business Simulation
- Industry “best” practices
- Solve current DoD acquisition problems
- Research student program challenges

**Restructure ACQ/PMT Courses
Resident Training Weeks (Total Course Hours)**

COURSE	NO. WEEKS	Before		NO. WEEKS	After	
		ANNUAL GRADS	TOTAL RESIDENT TRAINING WEEKS		ANNUAL GRADS	TOTAL RESIDENT TRAINING WEEKS
ACQ 101	1.6 (64)	3,000	4,500	0 (24)	9,000+	0
ACQ 201	3 (120)	5,000	15,000	1 (75)	5,000	5,000
PMT 250	-	-	-	0 (80)	576	0
PMT 302	14 (560)	960	13,440	-	-	-
PMT 352	-	-	-	4 (320)*	720	2,880
Level III PM Certification	19 (760)	-	32,940	5 (499)		7,880
PMT 401				10 (400)	180	1,800
PMT 402	4 (160)	120	480	4 (160)	120	480
Total Through PM	23 (920)		33,420	19(1,059)***		10,160

* (Proposed Concept)

** (With PMT402)

*** (With PMT401/402)

DL/Re-Structure provides ~ 300 work years back to the workforce annually

FASTER. CHEAPER. BETTER.



WHAT ABOUT SMARTER?

When was the last time you or one of your associate attended one of the 85 different acquisition courses offered by the Defense Acquisition University at one of its 12 locations around the country?

Did you know tuition was free to qualifying industry personnel?

Are you current on the DoD 5000 series changes? Do you know the latest acronyms and terms? When was the last time you or your associates took an introductory, intermediate, or advanced course for certification?

Did you know that DAU now offers online courses for its introductory material—free to government personnel and for a nominal fee to industry?

We also offer fee-for-service consulting and research programs. And take advantage of our competitively priced conference facilities.

Maybe it's time to talk to your training officer about some more education? Or call the DAU registrar at 1-888-284-4906 to see how we can structure an educational program just for you?

Visit the DAU home page for the DAU catalog and other publications at <http://www.dau.mil>, or sign up for our online courses.

Defense Acquisition University
9820 Belvoir Road
Fort Belvoir, Virginia 22060-5565

Wargaming Simulation for the Program Manager

In September 2000, the DAU Fort Belvoir Campus participated in the Acquisition Simulation (AcqSim) to provide an opportunity for program managers to develop and examine the effectiveness of an acquisition strategy's baseline decisions over the developmental life of a program. It also allowed program managers to realize the long-term effects and the outcomes of negotiations with industry, Congress, and the Services to promote the following objectives:

- Provide insights into contractor financial dynamics and decision making,
- Gain better sense of the acquisition process and how it relates to other government entities such as Congress,
- Foster team building within program management teams.

During the 5-day exercise, AMPC students, DSMC faculty, OSD representatives, Department of the Navy officials, representatives from industry — Lockheed-Martin, Raytheon, Northrop-Grumman, Boeing and Athena Strategies — all had a chance to deal with each other in a real-world scenario.

Teams in the simulation included three program offices, three contractors, DoD/OSD, and Congress. The three simulation Program Manager teams each included roles as the Program Manager, Deputy Program Manager, Business Financial Manager, engineer, contracting officer, and logistician.

Three Virtual Companies represented aircraft and electronics manufacturers and subcontractors. A review team representing DoD/OSD team played the part as the review board for team status and provided executive-level guidance. The last simulation team represented Congressional staffers who added the political side of providing a strong aircraft industry, employment support in certain Congressional districts, and a forum for Congressional inquiries.

The simulation was a positive and successful event for all players. The AcqSim concept is being improved and may be incorporated as the capstone event into a new course for program managers, the Advanced Program Manager's Course (PMT-401), currently being developed.

“ The AcqSim concept is being improved and may be incorporated as the capstone event into a new course for program managers, the Advanced Program Manager's Course (PMT-401), currently being developed. ”



Distance Learning Conversion

The challenge to train a 140,000-member AT&L Workforce community is no small task. To meet that demand, DAU had to break the traditional limitations of the “resident course” mold — everyone must be educated in a classroom. Beginning in FY 1997, DAU began an aggressive program to convert many of its courses to distance learning (DL) format. We had an aggressive timeline to convert courses between 1997 and 2000. Based on the success of these efforts — the increased throughput of students and savings of millions of dollars in travel money — the pace of conversion to DL increased greatly.

The FY 2001 budget was restructured to accommodate an unprogrammed DL requirement due to reengineering of the Program Management Career Field curriculum. As a result, no new resident course conversions to DL format were started outside the Program Management Career Field.

In addition, the new PMT 352 was conceptualized and placed under contract for a FY 2002 delivery.

Prior-year programmed DL starts that were placed online in FY 2001 were ACQ 201, Intermediate Systems Acquisition Course; TST 101, Introduction to Acquisition Workforce Test & Evaluation; PQM 101, Production and Quality Management Fundamentals; PQM 201, Intermediate Production and Quality Management; LOG 203, Reliability and Maintainability; SYS 201, Intermediate Systems Planning, Research, Development and Engineering (SPRDE); CON 101, Fundamentals of Contracting; and CON 104, Principles of Contract Pricing. In addition, all affected DL courses were updated to include the revised 5000 policy.

Resident courses considered as good candidates for DL conversion in FY 2002 and outyears were reviewed for state-of-readiness, and those selected were included in a DL Conversion Master Plan.



DAU Courses Converted to Distance Learning (1997-2000)

ACQ 101
Fundamentals of Systems Acquisition Management

BCF 101
Fundamentals of Cost Analysis

BCF 211
Acquisition Business Management

CON 237
Simplified Acquisition Procedures

CON 243
Architect-Engineer Contracting

CON 244
Construction Contracting

IRM 101
Basic Information Systems Acquisition

LOG 101
Acquisition Logistics Fundamentals

SAM 101
Basic Software Acquisition Management

Web-Enabled Courses for Defense Industry Students

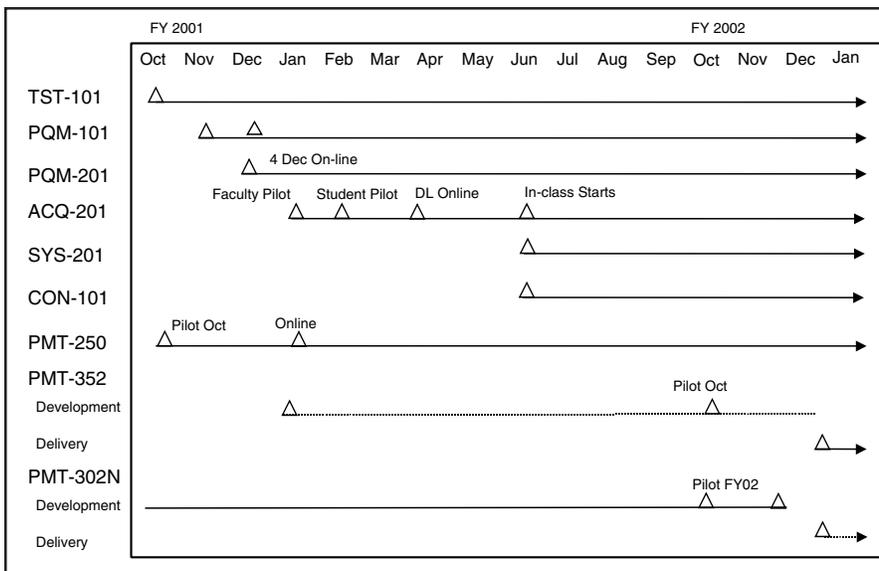
In FY 2000, DAU developed a plan to offer all web-enabled (online) courses to students who work for corporations in Defense Industry. The program started October 2000. A nominal fee for each course will be established soon. The online feature should encourage defense industry students to enroll in courses, thereby enhancing the skills of the professional acquisition workforce in Defense Industry.

Additionally, students can easily enroll since the program will use the same online application form (available at http://www.dsmc.dsm.mil/registrar/industry_applic.htm) currently used by industry students who apply for DAU resident courses. The following courses are available to industry students online as of October 2000: Fundamentals of Systems Acquisition Management (ACQ 101), Fundamentals of Earned Value Management (BCF 102), Basic Information Systems Acquisition (IRM 101), Basic Software Acquisition Management (SAM 201), Acquisition Business Management (BCF 211), Simplified Acquisition Procedures (CON 237), Acquisition Logistics Fundamentals (LOG 101), and Introduction to Acquisition Workforce Test and Evaluation (TST 101).

DAU has assembled a high-quality program with long-term growth potential. Contact Art McCormick, Registrar for Industry Students, at 703-805-4498 (Voice), 703-805-3709 (Fax), or email to mccormick_arthur@dau.mil.

“In FY 2000, DAU developed a plan to offer all web-enabled (online) courses to students who work for corporations in Defense Industry.”

**New Course/e-Learning Journey
FY2001 - 2002**



CON 101 Faculty Set Course Redesign Record

The DAU Fort Lee Campus undertook an extensive rewrite of Basics of Contracting (CON 101). Changes resulting from the implementation of the Federal Acquisition Streamlining Act (FASA), the Federal Acquisition Reform Act (FARA), and other acquisition reform initiatives mandated changing the content and teaching methodology of CON 101.

As a result, the DAU President directed the Fort Lee Campus to accomplish the rewrite as quickly as possible. Using a “center of excellence team” approach, the Fort Lee Campus completed the rewrite in 10½ weeks, without canceling any of its course offerings. This is the shortest development effort in DAU history. In addition to updating the content, the team changed the course format from a “100-percent lecture” format to a “facilitation and an integrated case study” format. Following two intensive faculty training sessions, the rewritten course was fielded without a pilot offering and has had only minor revisions since its first class.

Alternative Dispute Resolution Training

DAU Fort Belvoir provided an initial offering for Alternative Dispute Resolution (ADR) leadership training at the 3-day *Beyond Conflict* workshop, a commercial course developed by Will Schutz’ Associates to reduce costs of conflict. Faculty pursued certification to facilitate this workshop because prior research showed participants reduced their adversarial relationships from 70 percent to 1 percent, improved effective communication from 6 percent to 71 percent, and improved high trust from 10 percent to 62 percent. As part of an ongoing effort to improve ADR training, DAU Norfolk is expanding its 2-day ADR course to a 3-day course to allow more case study learning and provide additional focus on the behavioral aspects of dispute resolution.

“Using a “center of excellence team” approach, the Fort Lee Campus completed the rewrite in 10½ weeks, without canceling any of its course offerings. This is the shortest development effort in DAU history.”



Intermediate Contracting Course Significantly Changes

Intermediate Contracting (CON 202) was challenged in FY 2000 to include more critical thinking and problem solving via a graded comprehensive Integrated Case Study (ICS).

Changes include creating a real-world work environment and challenging students to combine their work experiences with the tools learned in class to solve scenario-based problems that require critical thinking and problem solving.

The text was updated and rewritten to better align and combine lessons and to eliminate any unintended redundancy with other contracting courses.

Lessons were reduced from 33 to 28, in-class exercises were eliminated or reduced, and the course length was reduced from 19 to 15 days. Instructor and peer evaluations of student performance on the ICS were incorporated into a comprehensive student evaluation plan.

“Intermediate Contracting (CON 202) was challenged in FY 2000 to include more critical thinking and problem solving via a graded comprehensive Integrated Case Study (ICS).”



Covey Evaluation

The Strategic Evaluation System will focus on a results-based process connected directly to the business strategies of key stakeholders. It will employ a balanced and comprehensive approach. And it will provide information to DAU consumers (participants involved in the process) and DAU clients (those who fund, support, request, or approve programs) on how well the DAU programs (operating as a Corporate University) are contributing to the performance of operating units.

Drs. Jack Phillips and Dan McLinden of the Jack Phillips Center for Research (a Division of Franklin Covey) presented the findings and recommendations of their assessment concerning the evaluation program for the Advanced Program Management Course (APMC) on October 20, 2000, at DAU, Fort Belvoir, VA. Results were generalized for application across all DAU programs.

The development and use of a DAU Strategic Evaluation System was the hallmark recommendation. It is envisioned that this evaluation system would create a strategy and common vision among the DUSD(AR); Director, Acquisition Education Training and Career Development (AET&CD) (including the Functional Advisor/Functional Integrated Process Teams [FA/FIPTs]); DoD Chancellor for Education and Professional Development; and the DAU.

The DoD Chancellor for Education and Professional Development and the Director, AET&CD, both expressed strong support for the Strategic Evaluation System. The development of the DAU system will serve as a pilot for all DoD education institutions to consider for implementation. In addition, the system shows promise as a vehicle by which the FAs/FIPTs' could gauge the performance of their people in the field and validate the necessity of the requirements generated by the FAs/FIPTs process.

The DoD Chancellor for Education and Professional Development agreed to collaborate with DAU. The Director, AET&CD agreed to work with DAU, and the FAs/FIPTs agreed to develop and implement the system.

DAU will collaborate with the DoD Chancellor for Education and Professional Development, Director, AET&CD, and The Jack Phillips Center for Research (via Franklin Covey) in developing a plan of action using Plan of Actions and Milestones (POA&Ms) to develop and implement a DAU Strategic Evaluation System. The POA&M is anticipated to be complete by November 30, 2000.

"The Strategic Evaluation System will focus on a results-based process connected directly to the business strategies of key stakeholders. "

Goal 2. Operate a Premier Learning Enterprise

Transition from a Consortium to a Unified Structure

The DAU Transition Plan (April 1998) formalized the transition of DAU from a consortium structure supported by Service school faculty and staff to a unified DAU. Led by the Vice President of DAU, a corporate planning team determined that meeting the stakeholders' needs requires more than just a simple transition or unification. As we *transform* our organization, culture, infrastructure, and processes to be more responsive to the changing needs of the Acquisition Workforce, our ultimate goal is to become the acquisition community's *learning resource of choice*.

In June 2000 the Under Secretary of Defense (AT&L) approved the relocation of the DAU headquarters staff from Alexandria to Fort Belvoir. This co-location of DAU headquarters with the Defense Systems Management College was completed in September 2000 and will result in significant facility cost savings that can be applied to the educational mission of DAU. Co-location is already promoting improved efficiency, synergistic teamwork, and better responsiveness among the reorganized staff that is now aligned into Provost, Chief Financial Officer, Chief Information Officer, Strategic Planning, and Administration and Services sections.

"As we transform our organization, culture, infrastructure, and processes to be more responsive to the changing needs of the Acquisition Workforce, our ultimate goal is to become the acquisition community's learning resource of choice."



Transition from a Consortium to a Unified Structure (continued)

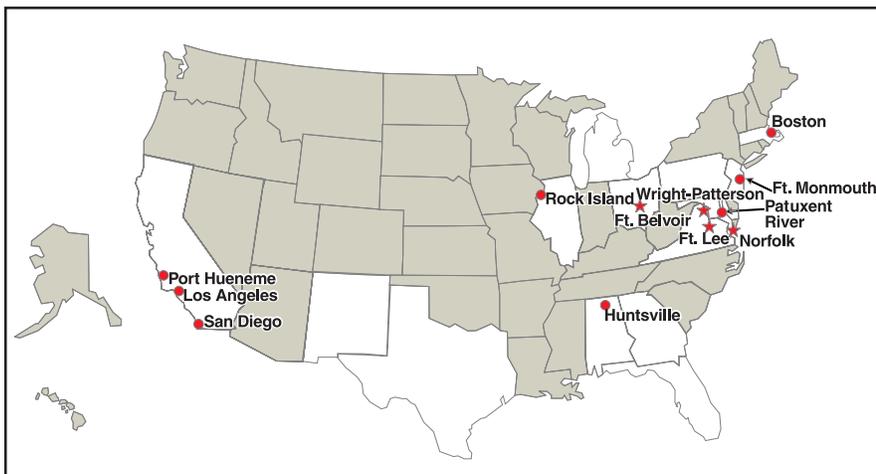
The former Naval Center for Acquisition Training, previously a component of the Naval Postgraduate School, became the Norfolk Campus of DAU on April 9, 2000. The Norfolk Campus provided DAU with existing Education and Training Centers in Norfolk, VA, and Rock Island, IL, and Training Sites in Patuxent River, MD, and Kaiserslautern, Germany. New additions to the Norfolk Campus as a result of the DAU consolidation and unification were the Education and Training Center in Port Hueneme, CA, and the San Diego, CA, Training Site, both formerly part of the DAU consortium and the Naval Facilities Contract Training Center.

The DAU Wright-Patterson Campus (DAUWP) officially became a separate organization April 1, 2000, with the transfer from Air Force Institute of Technology (AFIT) to DAUWP of 53 positions, of which 10 were military and 43 were civilian. Then 15 civilian positions were transferred from the Defense Logistics Agency (DLA), and 4 military positions were transferred from Lackland AFB, TX, for a total of 72 positions. Three positions were subsequently moved elsewhere from DAUWP. The final totals were 12 military and 57 civilian positions for a total of 69 — 8 civilians from AFIT and 2 from DLA, 35 civilians from AFIT and 12 from DLA, and 9 military faculty from AFIT and 3 from Lackland.

A core of faculty and staff from the Army Logistics Management College (ALMC), as well as staff from the Army Combined Arms Support Command, and Headquarters DAU, began planning for the Fort Lee Campus in the fall of 1999. In March 2000 the DAU Fort Lee Campus began operation with the official transfer of people and positions from ALMC to the newly unified DAU. Facilities and much of the operational support come from Fort Lee and from ALMC.

“This co-location of DAU headquarters with the Defense Systems Management College was completed in September 2000 and will result in significant facility cost savings that can be applied to the educational mission of DAU.”

DAU Locations



DAU Executive Board Chartered

The Under Secretary of Defense (Acquisition, Technology and Logistics) chartered the DAU Executive Board on February 10, 2000. The Executive Board replaced the Defense Acquisition Career Development Council as the senior policy oversight body for DAU, and serves as a forum for achieving rapid agreement on DAU initiatives through better communication among stakeholders. It provides policy direction to DAU and oversees DAU's management of the acquisition education and training program. The DAU Executive Board also provides advice to the USD(AT&L) on implementation of the Defense Acquisition Workforce Improvement Act and on career development of the acquisition and technology workforce.

Becoming a Corporate University

As the strategic umbrella for the acquisition community's total learning requirements, DAU is partnering with its stakeholders to enhance customer skill sets and to increase job performance of targeted organizations. It provides strategic management of the entire learning function. As the centralized umbrella for strategically relevant learning solutions, DAU is also responsible for shaping corporate culture and fostering the development of intangible skills, such as leadership, critical thinking, and problem solving.

On September 26, 2000, the Defense Acquisition University hosted a Corporate University Benchmarking Roundtable, which brought together representatives from government and industry corporate universities. Benchmarking has been shown to be an effective way to measure, manage and improve performance within a peer group of similar organization. The roundtable's primary purpose was to present the performance assessment and benchmarking methodology that has been developed for DAU. The methodology was well received and is based on successful applications in the commercial market.

The next step in the process is to develop the initial peer group membership of between 6 to 9 industry and government corporate universities to formally establish the benchmarking consortium. The results of a corporate university survey conducted for DAU were presented, as well as a discussion of current trends in corporate universities.

Corporate University Model Highlights

- 1. The corporate university model focuses on performance improvement — employing education, training, performance support, knowledge management, continuous learning, and team learning approaches.**
- 2. It refocuses current resources and reengineers the organizational structure to support this model.**
- 3. It applies reshaping initiatives to develop and obtain necessary staff skills and capabilities.**
- 4. It formally links the Change Management Center through the Office of the Secretary of Defense (OSD) to integrate its required capabilities and qualifications with DAU.**
- 5. It identifies and executes a successful performance consulting opportunity that DAU can leverage to address workforce issues.**
- 6. It immediately expands the availability of and credit for equivalency training.**

Federal Acquisition Institute Partnership

The President of DAU has renewed its strong partnership with the Federal Acquisition Institute (FAI). Joint efforts include pursuing best alignment of strategic objectives, resolving inter-agency certification reciprocity issues, and co-leading the update of the contracting competencies to include new and updated business, interpersonal, and functional specific competencies.

Also, DAU and FAI are partnering to ensure awareness of best training practices and resources across the Federal agencies. A recent meeting co-led by the President of DAU and the Director of FAI was hailed by senior acquisition leaders as a historic milestone in partnering between DoD and civilian agencies. Other efforts include sharing lessons learned and resources on Distance Learning development initiatives. FAI and DAU have initiated Washington, DC-area lunchtime learning seminars to serve as change agents for new practices and to provide area acquisition personnel new opportunities for continuous learning.

The first seminar featured practitioners from the Navy and General Services Administration (GSA) who have successfully tried a new Internet-based buying technique called Reverse Auctioning. Applications, lessons learned, benefits, and concerns were discussed with over 200 area acquisition personnel representing 15 Federal agencies, as well as professional organizations and private businesses.

The second lunchtime learning seminar was entitled e-Leveraging Technology Today. This lunchtime learning seminar featured examples of using technology to significantly improve how we conduct business. Speakers provided an online demonstration of FedBizOps, an Internet-based capability that will improve Government-to-Business communication of business opportunities. Also, NASA demonstrated its Virtual Procurement Office, an Internet-based application that equips buyers with one-click access to paperless processes, lessons learned, templates, and guidance as needed throughout the life cycle of a buy.

Future efforts include further developing related online Communities of Practice (materials from the seminars are already available on the Internet) and making these seminars available as an online continuous learning resource that will reach thousands of acquisition personnel. DAU sees FAI as a key strategic partner and will continue to aggressively pursue building a strong and active relationship.

“Joint efforts include pursuing best alignment of strategic objectives, resolving inter-agency certification reciprocity issues, and co-leading the update of the contracting competencies to include new and updated business, interpersonal, and functional specific competencies.”



Strategic Partnership with ESI International and The George Washington University

DAU has formed a strategic partnership with ESI International, which provides professional development programs sponsored by The George Washington University (GWU). Students who earn certification from DAU will now have the opportunity to earn Joint Master's Certificates issued by DAU, ESI, and GWU. The existing training tracks for these certificates are located on ESI's website at www.esi-intl.com.

Under this new agreement, DAU students can complete additional coursework in one of four professional-level training areas that ESI, in association with GWU, delivers to the general public. These areas include: Project Management; Information Technology Project Management; Government Contracting; and Commercial Contract Management. After earning DAU certification independently, DAU students receive credit toward a Joint Master's Certificate from DAU, ESI, and GWU in any one of the four areas mentioned. The credit offered toward ESI courses varies based upon Level I, II, and III DAU training certification.

Nontraditional Customers — Expanding Our International Customer Base

DAU instructors satisfied the need of several of our international customers. At the request of the International Society of Logistics Europe, DAU provided two Acquisition Workshops ("Acquisition Logistics — The Basics for an ILS Manager" and "Integrated Logistics Support") in Luxembourg and Florence, Italy, respectively.

The workshops were presented to students representing such organizations as the German, Spanish, Dutch, and Royal Air Forces, and European Defense Industries. Given the favorable responses from students, SOLE has expressed a desire for DAU to provide these workshops on an annual basis.



"Under this new agreement, DAU students can complete additional coursework in one of four professional-level training areas that ESI, in association with GWU, delivers to the general public."

*Improving
business
performance*



The
George
Washington
University
WASHINGTON DC

SCHOOL OF BUSINESS
AND
PUBLIC MANAGEMENT

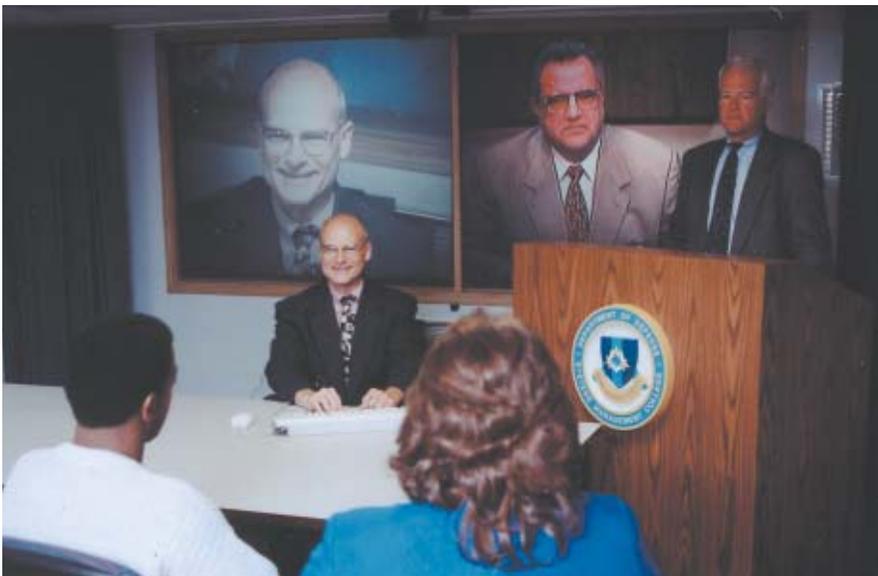
Practicing What We Teach

DAU forged several other new partnerships in FY 2000 — to include the Naval Facilities Contacting Office (NAVFACCO), Port Hueneme, CA, and Lockheed Martin Space Systems Company, San Diego, CA. The NAVFACCO effort centered on working with NAVFACCO and their Remedial Action Contractors to close-out task orders on three 1997 environmental clean-up contracts.

The Lockheed Martin partnership was initiated by the San Diego Training Site Director to give DAU faculty an opportunity to participate in manufacturing and production activities. The initial element of this partnership will allow faculty to facilitate a series of Kaizen Events throughout the Lockheed Martin facility, focusing on Lean Manufacturing techniques that will identify and eliminate non-value-added activities.

The Site Director is also a leader of the newly formed Southwest Regional Acquisition Training Consortium, comprised of acquisition training coordinators representing all major acquisition commands in the San Diego Region. Their efforts are aimed at fully identifying all Acquisition Workforce billets in the Region and ensuring that DAWIA certification courses, targeted training, and continuous learning courses are developed and delivered on-site to the Region’s Acquisition Workforce.

“Their efforts are aimed at fully identifying all Acquisition Workforce billets in the Region and ensuring that DAWIA certification courses, targeted training, and continuous learning courses are developed and delivered on-site to the Region’s Acquisition Workforce.”



Private Sector Partnerships

To enhance its value to its stakeholders, DAU is engaging with private sector partners knowledgeable about acquisition procedures and practices in business and industry — academic institutions, organizations, and associations that reflect DAU's functional acquisition areas. DAU can no longer serve the Acquisition Workforce effectively without considering the points of view, references, and practices of the acquisition community outside the Department of Defense. DAU needs these professional entities for input and to act as sounding boards and testing points to ensure the highest quality products and services, so our workforce can make smart business decisions. These partnerships may vary, but all allow us to harness capabilities not available internally, including access to industry expertise, participation in standards bodies, and industry exchange programs.

As educational entrepreneurs, we also encourage innovation and the pursuit of smart business opportunities. This new culture allows us to partner with other educational institutions and industry to create flexible curricula, allow flexible funding, market our products and services, and become the *learning resource of choice*.

Alliances are being formed with key partners in price-based acquisition, alternative dispute resolution, training development and delivery, benchmarking/metrics, performance-based services contracting, business-case development, reduction in total ownership cost, and others. The goal is to team with best-in-class partners.

“This new culture allows us to partner with other educational institutions and industry to create flexible curricula, allow flexible funding, market our products and services, and become the *learning resource of choice*.”



Goal 3. Advance Excellence in Acquisition Practices

The Defense Acquisition University has an established role and reputation for providing expert classroom instruction for Defense Acquisition Workforce Improvement Act (DAWIA) training requirements. We have accepted and are advancing additional roles in support of the Acquisition Workforce in the present changing environment. Ongoing efforts surround three primary areas: performance consulting, applied research, and change agent development toward the commercial business environment. We can respond to needs with the appropriate combination of assets from anywhere in DAU, and we can broker assistance from other sources in DoD, the Federal Government, allied nations, universities, and industry.

Change Agents in the Revolution in Business Affairs

Supporting the Revolution in Business Affairs requires us to serve as change agents in addition to our traditional role of providing DAWIA instruction. Our personnel explore innovative practices and serve on acquisition process improvement teams. When new practices are approved, we must develop strategies to effectively reduce cycle time to provide information, training, new policies, and processes to the workforce.

Acquisition Reform Communications Center

The Acquisition Reform Communications Center (ARCC), in concert with the Deputy Under Secretary of Defense (Acquisition Reform), has sponsored a series of highly regarded satellite broadcasts on various acquisition reform topics, ranging from *Past Performance to Reduction of Total Ownership Costs to Competitive Sourcing*. Many of the broadcasts have featured interviews with senior DoD officials, who explained new policies and procedures now in place and fielded operational questions. In addition to satellite transmission, the broadcasts are streamlined over the Internet and are available on closed-captioned videotapes.



Modifying DAWIA courses is only one of many possible methods for *jump starting* change. We are rapidly deploying learning products using knowledge management techniques and conducting targeted team training to help the Acquisition Workforce understand change and lower organizational barriers to change.

Consulting with Customers

The Defense Acquisition University continued its robust support for the Acquisition Workforce through its consulting activities. A sample of customers included the Director, Defense Logistics Agency; Director, Defense Security Service; Program Manager, Chemical Demilitarization; Program Executive Officer, Ground Combat Support Systems; Program Manager, Mine and Undersea Warfare; Program Manager, Interim Brigade Combat Team; and Program Manager, C5 Modernization. Consulting support was also provided to the Israeli Ministry of Defense and the NATO Research and Development Agency, among others.

Research Core Team

The DAU Research Core Team, which includes a Director of Research, a Research Associate, and a Research Secretary supports a variety of research-related activities, including faculty research training courses, the faculty research proposal evaluation process, The Military Research Fellows Program, the Acquisition Research Symposium, and a scholarly peer-reviewed Journal of the Defense Acquisition University, *Acquisition Review Quarterly*.

DAU faculty and staff work closely with the Office of the Secretary of Defense, the Services, and other agencies on programs, policy teams, and numerous integrated product teams. DAU-sponsored research projects are conducted by DAU faculty and world-class scholars under the External Acquisition Research Program (EARP), managed by the Naval Postgraduate School (NPS) with DAU oversight and funding.



DAU Advises the U.S. Air Force at Incirlik on Property Management

DAUWP faculty completed a consultation at the request of the Procuring Contracting Officer for Operation Northern Watch, the operation maintaining the No Fly Zone over Iran and Iraq. This consultation, which required a site visit to Incirlik Air Base in Turkey, focused on the control of over \$25 million in government property in the possession of defense contractors and used in support of Operation Northern Watch. The consultation led to improved controls over this government property and a higher level of performance on the part of the government's contracting officers and the contractor.

Joint Military Research Fellowship Program

Cooperative research includes members of the Service academies, federally funded research centers, and other academic institutions. This year, participants in the Joint Military Research Fellowship Program, our annual Service-supported research effort for OSD, provided a timely research report entitled *Transatlantic Armaments Cooperation* to the acquisition community. The current Joint Service Fellows team is researching corporate strategies for sources of goods and services for the DoD.

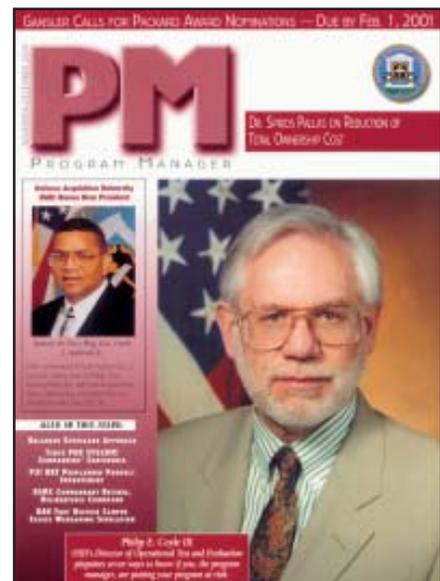
Commercial Business Environment

On November 23, 1999, the Under Secretary of Defense (AT&L) directed the establishment of the Commercial Business Environment (CBE) mission support office to leverage the knowledge base and benefits of commercial business practices across the Defense enterprise. DAU is a critical partner in developing the Acquisition Workforce to understand and use these new tools. The efforts expended by DAU include target training in such areas as Performance Based Services Acquisition, information published by the DAU Press, and support of a Change Management Center sponsored by the Acquisition Reform Office.

**Information Dissemination —
DAU Press and DAU Home Page**

The Defense Acquisition University Press published an extensive list of new and revised titles in FY 2000. Besides the premier publications — the refereed journal *Acquisition Review Quarterly* (ARQ) and bimonthly magazine *Program Manager* (PM) — the Press published the work of faculty members and Military Research Fellows to include: the Research Fellows Report *Transatlantic Armaments Cooperation: A Comparison of the Defense Acquisition Systems of France, Great Britain, Germany and the United States; A Comparison of the Defense Acquisition Systems of Australia, Japan, South Korea, Singapore and the United States; Acquisition Guide for Interactive Electronic Technical Manuals; Commercial Item Acquisition Considerations and Lessons Learned; and the Systems Engineering Fundamentals Guide.*

“The efforts expended by DAU include target training in such areas as Performance Based Services Acquisition, information published by the DAU Press, and support of a Change Management Center sponsored by the Acquisition Reform Office.”



External Acquisition Research Program

The External Acquisition Research Program provides a unique acquisition research capability. Its mission dramatically increases the quality and quantity of acquisition research. It also expands the base of researchers interested in topics germane to Defense acquisition and produces new, relevant knowledge, solutions, and technologies from multiple disciplines.

The program targets top researchers at leading universities through competitive grant awards. Now completing its first year of sponsored research activity, the program has attracted dozens of top researchers, catalyzed exciting acquisition research projects, generated important new knowledge in the field, and is producing top-quality publications and other important products.

DAU Acker Library Supports the Acquisition Community

The David D. Acker Library provides information and reference services for the DAU. The library's collection in the basement of Scott Hall on the Fort Belvoir campus includes over 24,000 books, government documents, technical reports, newspapers, and journals relating to defense acquisition. The library, open as a study facility 0630-1730 Monday through Friday, provides a reading room, study carrels, computer workstations loaded with Netscape and Microsoft Office, and group study areas for readers and researchers.

From January to December 2000, there were 9,270 unique visitors to the Acker Library's Website for a total of 345,151 sessions. The breakdown of sessions of known origin was: .mil, 53 percent; .com, 22 percent; .net, 7 percent; outside the United States, 3 percent; and .gov, 1 percent. We checked out 8,667 items to staff and faculty, students, and others.

The library's home page on the World Wide Web is at www.library.dau.mil. It can be reached from the Defense Systems Management College home page by clicking on "Acker Library." A prominent feature of the site is the library catalog, WEBCAT, which incorporates various interactive features plus links to the full text of many documents. Also from the library home page users can connect to various online publications and services to which the library subscribes. Other features on the library's Website include: "Webpicks"—an annotated list of sites proven helpful to DSMC researchers, a GAO reports page where full text of new reports on acquisition topics can be viewed, links to other defense libraries, and a gateway to the DAU collection of electronic books.

"The David D. Acker Library provides information and reference services for the DAU. The library's collection in the basement of Scott Hall on the Fort Belvoir campus includes over 24,000 books, government documents, technical reports, newspapers, and journals relating to defense acquisition."

Goal 4.

Employ Knowledge Management to Enhance Learning and Productivity

An Integrated Knowledge Management System

Knowledge management (KM) is the process of identifying, storing, indexing, analyzing, and retrieving information. KM leverages DAU's knowledge base to enhance learning products and services and the internal functions of DAU. We are designing a KM system capable of capturing selected Acquisition Workforce, faculty, staff, and learning partner capabilities by hosting learning products, supporting virtual Communities of Practice, and supporting organizational operations. Our developing KM system provides relevant lessons learned and the latest legal, regulatory, and acquisition reform guidance. It will be distributed, low cost, and low impact to our current infrastructure, based upon an open architecture that will provide compatibility with old and future systems and software.

Knowledge Management Partnerships

Partnerships with OSD, DoD components, industry, academia, other government agencies, and associations include:

- Supporting Defense Acquisition Policy Working Group (DAPWG) development of DoD Acquisition KM System (June 30, 2000) Memo from USD (AT&L)
- Supporting USD (AT&L) Integrated Digital Environment (IDE) Initiatives
- OSD Command, Control, Communications, and Intelligence (C3I) Knowledge Management (KM) Initiatives
- Science Applications International Corporation (SAIC) partnership (KM Support Center/Guide), and Specific Knowledge Assets
- Navy Acquisition Reform Office (ARO) partnership (Total Ownership Cost [TOC] Knowledge Share Space)
- Air Force KM Initiatives/Virtual Schoolhouse
- Army Procurement Knowledge Center
- National Reconnaissance Office (NRO) Acquisition Center of Excellence
- NASA Knowledge Center
- Boeing, Lockheed-Martin Company (LMCO), Raytheon, Northrop-Grumman, Aerospace Industries Association (AIA).

DAU Becomes a Knowledge Management Center

DAU works closely with OSD and the Services to establish an Acquisition Knowledge Management Center (AKMC) with key Communities of Practice (CoP).

We have already initiated baseline actions and look forward to teaming with the Air Force, Army, Navy, and key functional leaders. For example, DAU Fort Belvoir will develop and maintain the Program Management CoP, and we are teaming with the Director of Defense Procurement, OSD, in establishing the Contracting CoP.

Acquisition Support and Learning Center

The DAU Acquisition Support and Learning Center expands on the concept of the Executive Program Manager's Course Graduate Extranet. An internet entry point for valuable acquisition knowledge, resources, contacts, and tools, it gives quick access to support job performance and learning. This continuously improving system supports formal education and training requirements for the entire AT&L workforce — government and industry — with job execution, career progression, and continuous learning. The Center supports not only the DoD AT&L Community of Practice, but also provides an entry point to other Communities of Practice that develop and share knowledge and lessons learned.

DAU.MIL Established

To simplify the ability of customers to reach the DAU home page, the DAU Information Systems Department is streamlining the DAU URL to <http://www.dau.mil> by combining the formerly more complex URLs <https://www.dau.fedworld.gov> for online courses and <http://www.acq.osd.mil/dau> for general DAU items of interest. This simplifies domain administration, improves web content management, and allows for improved security of information.

The DSMC domain <http://www.dsmc.dsm.mil>, all of the DAU intranets, when developed, and existing DSMC intranets will be combined into this domain structure — including those used for APMC and EPMC classes. The DSMC home page, and all other existing DAU campus home pages, will be subordinate to the DAU home page.

The DAU e-mail addressing will eventually be changed from the current format of doe_john@dau.mil to john.doe@dau.mil to present a unified directory approach and maintain compliance with the Defense Messaging System (DMS) naming convention.

“The Center supports not only the DoD AT&L Community of Practice, but also provides an entry point to other Communities of Practice that develop and share knowledge and lessons learned.”



Virtual Communities of Practice

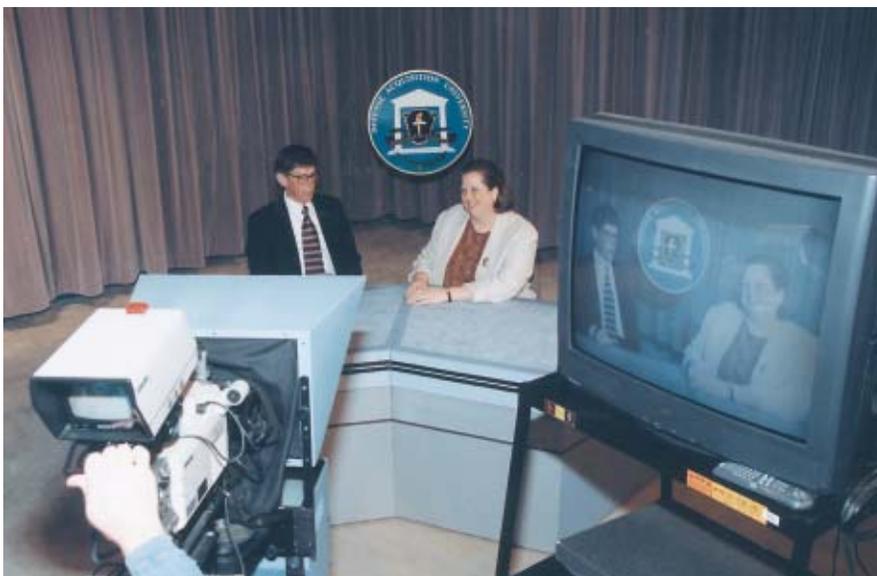
Our ability to deliver products and services significantly improves as we unite faculties and their expertise across all DAU locations. We have moved from separate-Service expertise resources to a unified resource. Cross-campus collaboration will powerfully improve our products and services.

SAIC Initiatives

DAU is developing a Web-based community of practice focused on Contract Incentives and how to develop the best business deal for a program. This is being accomplished under the Acquisition Knowledge Management System development umbrella program directed by Dr. Gansler on June 30, 2000. DAU has Science Applications International Corporation (SAIC) under contract to use their proven process in developing Communities of Practice and Knowledge Assets. They use an interview/knowledge capture process with a set of benchmark programs to start.

The first benchmark program has been identified — the Navy Marine Corps Intranet program. Programs from the Air Force and Army are being identified. This effort is intended to provide the AT&L workforce a contract incentives knowledge asset, built around an active Community of Practitioners. The Knowledge Asset will be accessible to the entire AT&L workforce through DAU's Acquisition Knowledge portal and the Defense Acquisition Deskbook.

“DAU is developing a Web-based community of practice focused on Contract Incentives and how to develop the best business deal for a program.”



The EPMC Extranet

The Executive Program Manager's Course (EPMC) World Wide Web Extranet provides students with world-class information on learning processes and resources related to the EPMC and the Acquisition System, and provides course information to the EPMC faculty and the distinguished guest team. It also provides an example of a simple Integrated Digital Environment using all Commercial Off-The-Shelf (COTS) products (*Microsoft Windows NT, Office, and FrontPage*).

The Extranet provides students and faculty with the basic process and product information for the major phases of the course: (1) Workshop, (2) Assessment Phase, and (3) On-Campus Phase. The EPMC Extranet acted as a pilot effort for the development of other active DAU Intranets, including the DAU Fort Belvoir Intranet and Advanced Program Management Course Intranet.

Additional effort is planned to expand the use of Intranets across all DAU campuses.

"The EPMC Extranet acted as a pilot effort for the development of other active DAU Intranets, including the DAU Fort Belvoir Intranet and Advanced Program Management Course Intranet."



Goal 5. Provide Our Stakeholders and Customers with a Preeminent Faculty and Staff

A Preeminent Faculty and Staff

The retention of a highly qualified faculty and staff is paramount for the continued success of the Defense Acquisition University. DAU is developing plans to ensure that aggressive compensation and incentive programs are available for faculty and staff. These plans will allow for progression commensurate with individual professional development, and they will reward achievements.

Professional Development for the Faculty and Staff

Preeminent faculty and staff are recognized experts in their respective fields. This recognition is gained through education, experience, research, and consulting. DAU senior leadership supports a professional development program that enables faculty and staff to effectively engage in these activities by providing money and time for professional growth.

DAU faculty undergo an intense and thorough development program to obtain case-study writing skills, facilitation skills, applied research skills, and targeted consulting skills. Consulting and research ensure faculty members stay current regarding contemporary and emerging problems within their respective areas.

“Preeminent faculty and staff are recognized experts in their respective fields. This recognition is gained through education, experience, research, and consulting.”



Northwestern University "Faculty Excellence" Initiatives

The Searle Institute for Teaching Excellence, at Northwestern University, spent the last 14 years identifying and studying university-level teachers who are considered outstanding. The objective was to determine what characteristics made these teachers excellent, and whether they share common characteristics.

Recently, the Searle Institute, under the direction of Dr. Ken Bain, has conducted workshops to teach other college-level teachers what they have learned. These workshops are three days long, and the workshop sessions are led by some of those teachers identified as excellent.

This past summer, two DSMC faculty members attended the Searle workshop and have been conducting workshops for the DSMC campus faculty to pass on what they learned from Northwestern University. These workshops will also be offered for other DAU campuses. The objective is to incorporate lessons learned at Northwestern into the faculty professional development program throughout DAU, to provide the faculty with a comprehensive program of continuous faculty development.

The objective is to focus this program in large measure on mentoring activities versus classroom activities, and to make the program available to any faculty member at any time, independent of teaching schedule constraints.

"The objective was to determine what characteristics made these teachers excellent, and whether they share common characteristics."

DAU Faculty Professional Development Initiatives

The Norfolk Campus Dean and the Director of Faculty and Curriculum Development jointly authored the model DAU Faculty Professional Development Plan in FY 2000. Aimed at carrying out the objectives of both the DAU Transition Plan and the DAU Faculty Plan, the Faculty Development Plan outlines the process for faculty Individual Development Plans and the annual Faculty Contribution Plan that will measure faculty growth and contributions to the University.



Customer Feedback

ACQ 101 Online Course Feedback

"This was my first Web-based course. Everything about the course design, scenarios, knowledge reviews, etc., was superb! This sold me on Web-based learning."

"The availability of Web-based training is great — you can take a lesson on demand, any time, and any day that you have time.

Except for what I've learned on-the-job, I had no experience in acquisition. I wish I had taken this course 3 years ago, before I started this job."

"The whole acquisition process (not just the program management phase that I do) makes more sense to me. I now know where I fit and how the other components I interact with are supposed to work and interrelate. I now can identify terms and expressions and acronyms that were previously unclear or unknown to me."

BCF 102 Online Course Feedback

"The FORUM was one of the best aspects of this experience. The discussions and communications with team members let me know we're in this thing together. Comments were very insightful."

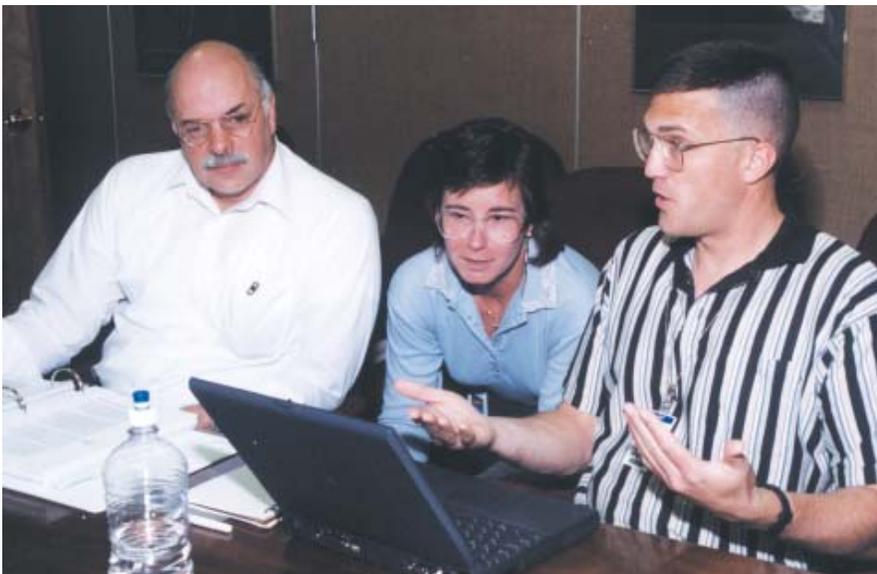
"I am using the Work Site plan with my group, and it helped us to develop a risk management plan."

"I endorse the teaming concept. I like the idea that members come from various professional backgrounds and bring different perspectives/experiences with them. It enhances the learning experience."

"My Program Manager and Program Lead thank you too, because the class allowed my financial team and I to develop a consensus Estimated Cost at Completion (EAC) model for our new program."

Quotes edited for brevity and clarity.

"The whole acquisition process (not just the program management phase that I do) makes more sense to me. I now know where I fit and how the other components are supposed to interrelate."



“We had our first Earned Value Management (EVM) meeting last week to discuss the data collected for May, and it was a huge success. EVM is now a key management tool for one of our programs. Now I have to implement EVM in the 10 other programs in our office.”

APMC Post-Graduate Assessment Quotes:

“The integration of the various functional disciplines enables me to increase both my breadth and depth of knowledge of program management. Seeing the BIG picture is often missed as a functional expert.”

“As an Industry Program Manager, I did not have significant insight into DoD acquisition policy or funds management. Both areas have proven a great benefit.”

“What is most useful is ... the people that I have met and how they continue to help me perform my job.”

“Confidence builder — I am at least as competent, if not more so, than most of my contemporaries.”

“Information concerning the DoD 5000 rewrite as part of our capstone exercise has provided me valuable insight in my current job.”

EPMC Learner Feedback

“EPMC allowed me to relook and refocus on my priorities. Using the college’s resources, I was able to clearly lay out my program and program strategy.”

“EPMC is right on target by continuing to impress strategic thinking upon us. We all get caught up in program execution and office operations and lose sight of the big picture. This course brings it all into focus.”

“EPMC was an excellent opportunity to really look at my program. In addition, it is a great opportunity to see other PM’s issues that are similar to mine.”

Quotes edited for brevity and clarity.

“What is most useful is ... the people that I have met and how they continue to help me perform my job.”



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