



INSIGHT

The Defense Acquisition University Newsletter

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Frank J. Anderson, Jr.
DAU President

Advancement-In-Rank (AIR)

The FY04 Advancement-In-Rank (AIR) cycle has commenced. The AIR process allows Title 10 Faculty (AD Faculty) to submit a portfolio of qualifications when applying for advancement in academic rank. The academic rank structure is a formal part of the DAU Civilian Faculty Plan, and is described by four levels: Level I, Level II, Level III, and Level IV (highest). Faculty are assigned an academic level when they join DAU, based on their education, experience, and other qualifications as stipulated in the Faculty Plan.

In order to apply for advancement, a faculty member must submit a portfolio that addresses five qualification areas: 1) subject-matter experience and education, 2) teaching, 3) research, 4) consulting, and 5) managerial and service. The competencies and achievements corresponding to each of these areas are listed in the DAU Civilian Faculty Plan.

The Faculty Evaluation Board (FEB), comprised of all Deans and Directors, is responsible for the implementation of the AIR process. Within the FEB are subcommittees for each of the five qualification areas. These subcommittees are chaired by a Dean and include membership from each regional campus. Faculty portfolio submissions for each qualification area are evaluated by the appropriate subcommittee. After all portfolios are evaluated for advancement, the FEB makes recommendations to the DAU President, who has final decision authority. ■

President's Message:

Performance Learning Model — the Evolution

Most of us now know and understand what we have come to call our Performance Learning Model or PLM. As an overarching learning model, it helps us focus on a broader mission that includes training **and** the additional learning assets we provide. As we have evolved, so too has the PLM...Using this new paradigm, DAU will help provide a learning environment for **all** AT&L organizations where they cannot **not** learn, balancing what we now provide—training courses, knowledge sharing, continuous learning, performance support, and rapid deployment training—with local learning resources and infrastructure via a *learning network*.

Our customers should view it as a useful *learning network* that emphasizes connectivity where they can seamlessly access learning assets. With the

PLM as a foundation, the DoD AT&L workforce will have a more flexible, responsive, and agile learning environment. This customer-focused approach will significantly contribute to AT&L Goal No. 7—*Motivated, Agile Workforce*. We are extending our learning reach beyond the classroom so that we maintain a continuous presence with our field organizations and our partners in the workplace.

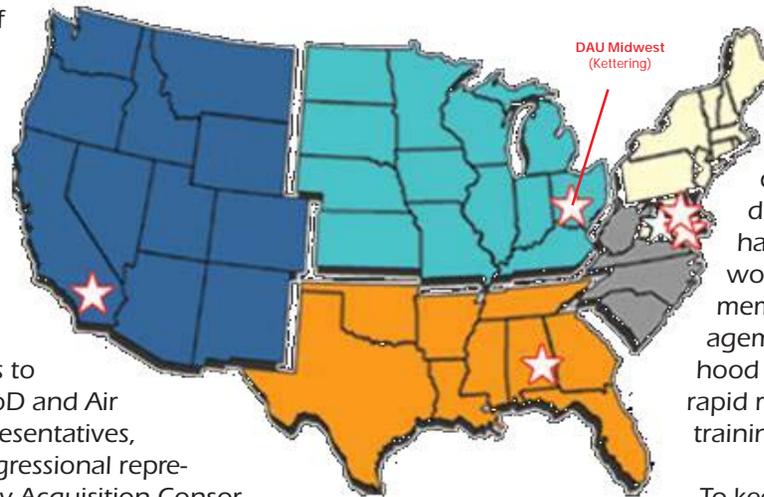
PLM...What has evolved? The icon looks the same, but the meaning is now more workplace-inclusive and far more powerful. We will never return to the constraints of a classroom-only environment as we expand our support to the learning needs of the DoD AT&L community. ■

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Midwest Region Shares New Facility with AFIT

The Midwest Region and the Air Force Institute of Technology (AFIT) unveiled their new Kettering, Ohio, location with a ribbon-cutting on February 5, 2004. Mr. **Jerry Emke**, Dean of the Midwest Region, and **Colonel Kenneth Knapp**, Dean, AFIT School of Systems and Logistics, served as co-Masters of Ceremony while Mr. **Frank Anderson**, President of DAU and **Brigadier General Select Edsaunie**, AFIT Commandant, provided a few words on the goals and achievements of each school. More than 350 employees, guests, and VIPs braved the elements to attend the ribbon cutting. Attendees included DoD and Air Force leaders, Dayton Area Defense Industry representatives, state and local community and civic leaders, congressional representatives, area university presidents, Miami Valley Acquisition Consortium representatives, friends, and family.



Supply Center Columbus (DSCC) in Ohio. One such initiative, Neighborhood Station, was established with the Aeronautical Systems Center's (ASC) Program Management home office. The Neighborhood Station concept provides our largest customer with direct access to all DAU resources. In return, ASC has provided, in its spaces, a fully-equipped workstation for a designated DAU Faculty member's use and full access to all Program Management decision making personnel. This Neighborhood Station concept allows DAUMW to provide rapid responses to ASC's Program Management training needs.

To keep up with the demands of geographic separation and to streamline our work processes, the Dean of DAUMW issued a challenge to faculty and staff: Take advantage of the ACC CoPs tool and make it work. In response to that challenge, DAUMW is now undergoing a paradigm shift and beginning to work in a "virtual environment." Our departments are now communities and our faculty and staff are engaged members. In fact, we are already seeing the benefits. Our professors now have access to server-residing documents regardless of their location, discussion threads are replacing redundant e-mail, and announcements are posted to our portal on a scrolling marquee. Times are changing and so are we. ■

Despite the hectic move to this new, state-of-the-art location and the many logistical issues that accompanied relocation, DAUMW's faculty and staff continued their mission of providing excellent education as over 1,300 students passed through our doors during the first quarter of FY04. Additionally, we still have some 32 different DAU courses in 117 offerings scheduled for the remainder of the fiscal year and expect over 2,000 resident and on-site students each quarter.

Providing excellent education is not our only goal! This year we have signed partnership agreements with Central Michigan University and Webster University, and in Michigan we are partnering with Focus: Hope, a non-profit organization which stands as the benchmark for community service organizations around the nation.

Many of our professors are also actively working with the community to educate current and develop future acquisition career professionals. Through the Miami Valley Acquisition Consortium, the Dayton Area Defense Contractors Association, and other regional relationships, DAUMW is spearheading new and constructive initiatives.

These initiatives and partnerships are in addition to our long-standing commitment to developing new teaching opportunities at the following locations: Wright-Patterson Air Force Base, Ohio; U.S. Army Tank-automotive and Armaments Command (TACOM) in Warren, Michigan; and the Defense



Acquisition Community Connection (ACC)

Contingency Contracting Special Interest Area

Imagine you are an Air Force Contingency Contracting Officer (CCO) and you've just hit the ground in Kandahar, Afghanistan, to support Army operations in theater. The bad news is the CCO you're replacing just left two days ago, along with his or her knowledge of local processes, contingency contracting support requirements to the unit, and the unique aspects of doing business in and around Kandahar. The good news is you visited the Acquisition Community Connection (ACC) Website <http://acc.dau.mil> and checked out the Contingency Contracting Special Interest Area (SIA) before you departed. There you reviewed Army Field Manual 100-10-2, *Contracting Support on the Battlefield*, and read the latest after action reports for Kandahar. *You are ready to support the warfighter!*

That scenario just became a real possibility with a new Contingency Contracting SIA, sponsored by the Deputy Assistant Secretary of the Air Force for Contracting (SAF/AOC), and just launched on DAU's ACC Website. The vision is for this SIA to become a viable, joint, military virtual community, and a central focal point and exchange medium for contingency contracting knowledge across DoD. The primary purpose is to facilitate communication between CCOs to improve contingency contracting preparation and operations.

The need for a joint community to address contingency contracting challenges became clear with accelerated operations tempo and demand for CCOs' support of *Operation Enduring Freedom* and *Operation Iraqi Freedom*. ACC provided the collaboration tool to bring the joint community together to facilitate a dialogue on contingency contracting issues.

Several critical business issues will be addressed by the community: improving pre-deployment and contingency contracting planning, facilitating the development and communication of policy for contingency contracting, and deploying contractors to the battlefield, as well as capturing and sharing lessons learned through after action reports.

This community facilitates DoD's transformation initiatives and enables the joint contingency contracting community to work together to ensure success in meeting combatant commanders' requirements. It also supports the vision for fostering organizations that learn, share information and learning, and act on that learning.

The joint contingency contracting community is still evolving as the military services and defense agencies join and contribute their knowledge to enhance knowledge-enabled support to the warfighter. Check out this new

SIA at <http://acc.dau.mil/contingency> and contact one of the editors to find out how you can help build this critical community.

Data Management Special Interest Area

During the summer of 2003, data managers received both exciting news and a challenge. The OUSD(AT&L) announced its interest in developing a resource for data management professionals in both government and private industry; specifically, an SIA for data management professionals. The SIA would allow data managers to share their knowledge and solve business problems in a collaborative environment. OUSD(AT&L) supported development of the community within the DAU's ACC Website.

The challenge went out to the Naval Inventory Control Point (NAVICP) in Philadelphia, which accepted the tasking and volunteered time and resources to build the new Data Management SIA. Within a few short months, **Robert Leibrand** and **Leslie Reed**, both of the NAVICP Engineering and Product Support Directorate, supported by **Patrick Montgomery** of Science Applications International Corporation (SAIC), and the ACC editors and support staff, had laid the foundation for the community.

The Data Management SIA is composed of five main areas: Policy and Guidance, Tools, Training Center, Community Connection, and Industry Initiatives. Since the community's launch, many new useful and insightful contributions have been posted, from DoD and Service regulations and instructions, to various links on military specifications and standards, as well as news concerning private industry data management initiatives.

Ms. Reed recently gave a presentation on the Data Management Community at the quarterly conference of the G33 & G47 Committees of the Government Electronics and Information Technology Association (GEIA), which was held January 26-29, 2004, in San Diego. The presentation was enthusiastically received, and a decision was made to use the site as the collaborative tool for the development of the EIA 859 Standard for *Data Management Handbook*.

Earned Value Management Special Interest Area

The establishment of an Earned Value Management (EVM) SIA, now hosted by the ACC at <http://acc.dau.mil/evm>, completes the first phase of the transition of the EVM forum, which was formerly hosted by the OUSD(AT&L). All former discussions at the OUSD site have been migrated and are now open for continued member participation on the new ACC site.

(ACC.....Cont?)

The EVM SIA contains interesting information that falls under several categories including Events, References, Tools and Forms, Lessons Learned, Processes and Methods, Case Studies, Learning Materials, as well as related EVM Websites. Users can save time, leverage the expertise and experience of other EVM experts, accelerate problem solving, increase productivity, improve effectiveness, enhance their professional development, and gain access to performance support tools.

The EVM SIA provides improved functionality and security, because it allows users to review material, but restricts posting privileges to members only. Anyone may become a member by registering with the community at <http://acc.dau.mil/evm> and requesting membership in the EVM SIA. Members can formally participate in the site by initiating, posting, and revising contributions to the EVM discussion forum area. Members may also suggest that materials be posted to the other areas of the EVM site, subject to editorial approval.

DAU, in conjunction with the update to its Fundamentals of Earned Value Management course, has posted a number of narrated continuing education EVM tutorials to the Learning Materials section of the EVM SIA. Additional modules are planned and will be added as they are completed.

For additional information, contact the EVM editor, **David Bachman**, at david.bachman@dau.mil.

Spectrum Compliance Special Interest Area

In December 2003, a new SIA for the Spectrum Compliance Community was launched on the ACC Website at <http://acc.dau.mil/sc>. The intent of the SIA was to provide a forum where the acquisition community could access information about statutory requirements and guidance on spectrum issues that need to be addressed during the acquisition cycle. The primary focus of the SIA is on early consideration of spectrum, to preclude cost and schedule impacts during later acquisition phases.

Each day, the military relies on spectrum-dependent technologies to complete its mission. From radars, sensors, and satellites to radios and wireless devices, these technologies make information superiority a reality and are an integral part of military operations.

DoD has a process in place to certify systems. On the national level, systems must go through a process that includes all of the users of government spectrum; and internationally, each country of intended operation must be addressed.

DoD policy requires that developers of spectrum-dependent systems obtain spectrum certification before assumption of contractual obligations for full-scale development, production, or procurement. Early attention to spectrum issues is critical to mitigate risk and to properly address spectrum supportability and electromagnetic compatibility. Failure to do so causes delays, cost overruns, and, in some cases, useless (and very expensive) systems that cannot be fixed for combat operations.

The Spectrum SIA is seeking to build its core base of participatory users within the member community, and to provide detailed guidance aimed at addressing priority issues and needs. ■

AT&L is Named to Training Magazine's 2004 Training Top 100!

The Office of the Under Secretary of Defense (Acquisition, Technology, and Logistics) was named to *Training* magazine's 2004 Training Top 100, a ranking of organizations that excel at human capital development.

AT&L was the highest ranked government organization on the roster and scored above commercial organizations such as General Mills, Inc.; PricewaterhouseCoopers, LLP; Verizon Communications; United Airlines; and Continental Airlines.

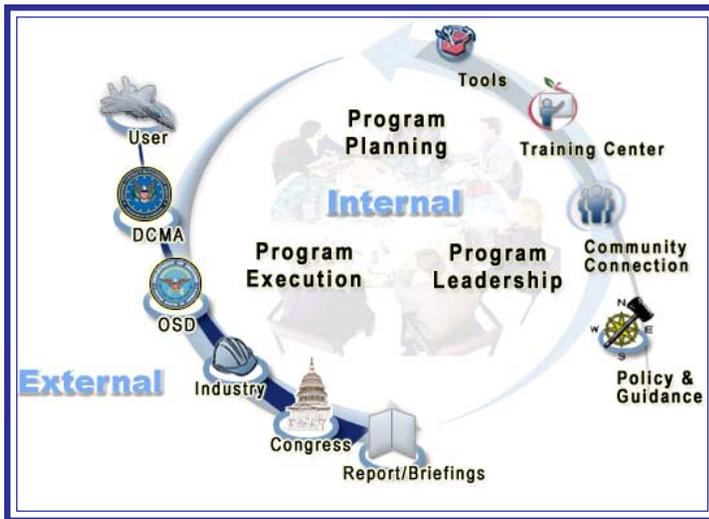
Each year that *Training* magazine has conducted this ranking the bar has been raised, with this year being no exception. Through a multi-tiered nomination, application and interview process, *Training* magazine again conducted extensive research for this year's Top 100. The magazine's editorial staff evaluates nominations and conducts follow-up interviews, where appropriate, on the many qualitative and quantitative questions nominees are asked to address. DAU served as the focal point for preparing the USD(AT&L) submission. ■



Program Management Community of Practice

The Program Management Community of Practice (PMCoP) Website is being revitalized and refocused. The content has been reorganized under a refreshed scheme that better reflects the Program Manager's Acquisition Management Courses. This means that the content and information important to PMs can now be found in one or more of the internal and external subject areas and sub-categories familiar to PMs, allowing interested users to approach program management from their own perspective. In addition, users can easily determine if they have content that should be added to PMCoP from their respective views.

As new content for these topic areas is identified, editors for specific views will be trained to actively seek out additional information from sources such as on-line, classroom, and hybrid courses; the new *5000 Guidebook*; the *Air Force Acquisition Encyclopedia*; and acquisition guides published by NAVAIR and NAVSEA. The Acquisition Functional Integrated Product Team (FIPT) will be immersed into the community's activities by validating the PM process and information organization across the DoD. The FIPT will help capture additional PM content and recruit expertise from its membership. See the growing CoP at <http://acc.dau.mil/pm>.



To ensure the PMCoP really belongs to the PM Community, and not just a few editors, we are actively soliciting PM experts throughout DoD to spearhead development in their areas of expertise. DAU will provide training for those experts who would like to assume an editorial role. If you are interested in being an active participant and editor for any aspect of the PMCoP, please contact **Bill Hechmer**, **Major Jim Ashworth, USAF**, or **Tom Johnson** for more information. ■

Corporate Community Network

Kudos and thanks to Dean **Barbara Smith** and the Mid-Atlantic Region for hosting the first Corporate Community Network (CCN) video-conference meeting on February 20. The CCN provides a great opportunity to enhance communication among the faculty and staff of all DAU regions and share information about projects, ideas and best practices.

One of the innovative and interesting lessons learned from the Mid-Atlantic was an efficient means of managing unscheduled white space. Faculty and staff announce their availability via a centralized data base. From this virtual labor pool, leadership can call on the best qualified individuals for project information, guidance and team participation.

Another best practice our Mid-Atlantic colleagues discussed was an orientation book for new employees. The book contains all the information new arrivals will need to quickly transition into the DAU community—important points of contact, facilities located on campus, career development and promotion opportunities, and more. The orientation book is a handy desk reference that most of us, newcomer or not, would find useful and informative.

The next CCN meeting will be hosted by the South Region on May 19 from 1:30 to 4:30 p.m. Although three hours are allocated for each CCN all-hands meeting, sponsors should not feel compelled to use all the time allocated—quality of content rather than volume is the mantra. The ultimate goal of CCN meetings is to ensure we learn from each other and exchange information that will promote best practices throughout the University. ■

South Campus		19 May 04
West Campus		19 Aug 04
Capital Region		19 Nov 04
Midwest		24 Feb 05
DSMC-SPM		20 May 05

The deadline for submissions to the May-June edition of INSIGHT is May 14, 2004.

Performance Based Logistics Roadshow a Hit in San Diego

Deputy Under Secretary of Defense (Logistics Plans and Programs) **Lou Kratz**, and DAU professors **Randy Fowler** and **Jerry Cothran** successfully delivered the rescheduled Performance Based Logistics (PBL) Roadshow in San Diego on January 29, 2004. **Commander Steve Dollase, USN**, from the Office of the Assistant Secretary of the Navy (Research, Development, and Acquisition) and **Jeff Klein**, the Navy's Installations and Logistics Director (04L) at Space and Naval Warfare Systems Command (SPAWAR), also spoke at the Roadshow and participated in the question-and-answer session at the end of the presentations.

About 80 attendees were on hand to hear this high-level presentation on the benefits and the need for PBL, especially for the Navy. A few comments from the attendees highlight the quality of the information that was presented:

"Very good, timely, and provided much needed information. It gave me a better understanding of what PBL is and how it may be applied to my systems/projects."

"The speakers (source of information) made the presentations more credible."

"I think the conference was great. It's rare to have access to the outstanding group of panelists to ask questions and learn this stuff in depth. I plan to take both the LOG 235 courses."

Feedback from a panel held at the Roadshow was:

"All the speakers were very pleased with how things went, including attendance and active participation by the audience. They were also impressed with SPAWAR's openness and desire to get on with PBL. Specifically, Lou Kratz was very pleased with the outcome of the roadshow. Again, well done."

Daniel Solan, Logistics Manager at SPAWAR, his boss **John Graham**, and professors **Dr. Hank DeVries** and **Tom Edison** (DAU-W) were instrumental in planning for the Roadshow. ■

Students Praise New Course

Recently the halls of DAU South reverberated with endorsements for the inaugural South Region offering of CON 353, Advanced Business Solutions for Mission Support class, February 2-13, 2004.

"This was a great course and very beneficial to the 1102 workforce."
—Air Force Student

"Being on the administrative side (ACO) I found the course to be very informative and insightful."
—Defense Contract Management Agency Student
Larry Blackwell, CON 353 Distinguished Guest Lecturer

"This was a great class. The instructors had a vast wealth of knowledge that was very helpful."
—USACE Student

The dynamic Contract Management instructional team of **Ron Fontenot**, **Jay Jagers**, **LTC Ralph Mitchell, USA**, and **Bruno Wengrowski** successfully led a diverse mix of 24 students through various exercises using cross functional teaming. The result was an enthusiastic class which enjoyed its role as trendsetters for follow-on CON 353 offerings. ■



DAU South's 2nd Annual Conference and Expo "Contracting: Smart Business for Mission Support"

The DAU South Region's reputation as the area's source for the most current, relevant, and important information for the DoD AT&L workforce was evident February 18-19, 2004. Over 200 government, military, and industry Contract Management professionals and 16 exhibitors converged at the Huntsville Marriott to participate in the DAU South's 2nd Annual Conference and Expo. "Contracting: Smart Business for Mission Support" was the theme selected by the Contract Management Department which spearheaded this year's event.

Ron Fontenot, Department Chair, and Phyllis Roberts, Professor of Contracting, served as co-chairs. Their combined efforts resulted in an agenda that included the leaders in the field of Contract Management. The demand for applicable knowledge in the field of Contract Management is great. DAU South averages three-to-five resident Contracting classes per month and conducts dozens of on-site courses annually. This year's conference served as a Rapid Deployment Training offering, effectively meeting the training needs expressed by students.



Jim McCullough and Ron Fontenot

The outreach campaign surrounding the conference generated quite a buzz in the community. For months faculty, staff, and students served as ambassadors, sharing information regarding the conference. Local chapters of SOLE, NDIA, and PMI posted announcements on their websites. *The Huntsville Times*, as well as the publications of NASA's Marshall Space Flight Center, U.S. Army Space and Missile Defense Command, and *The Redstone Arsenal Rocket* posted notices. Conference information was announced as a Public Service Announcement on nine local radio stations and three local television station websites. Dr. Jerry

Davis, Associate Dean for Outreach and Performance Support, appeared on a local newscast with Phyllis Roberts and Ron Fontenot to promote the event.

Jim McCullough, Dean of DAU South, kicked off the conference by sharing the DAU Experience with a capabilities briefing, including information regarding Learning Organizations and Developmental Assignments. Linda Neilson, Executive Director, Acquisition Workforce and Career Management, gave an informative and extremely timely lunchtime presentation on AT&L Workforce Initiatives. General sessions and workshop topics included: Contingency Contracting, Contractors on the Battlefield, Revision of OMB Circular A-76, Acquisition Update, and DFARS Transformation. Guest speakers included, among others, Ron Poussard, Deputy Director, Defense Acquisition Regulations System, DPAP; and Mark Lumer, Contracting Executive, U.S. Army Space and Missile Command.

The complete list of speakers and their topics may be found on the DAU South web page at <http://www.dau.mil/regions/South/conference2004.asp>. To underscore the timeliness of the conference, the memorandum from Deidre Lee, Director, Defense Procurement and Acquisition Policy concerning "Contract Period for Task and Delivery Order Contracts" was issued February 18, 2004. Conference attendees received the memorandum "hot off the press."

Conference feedback surveys were extremely positive, with a number of participants requesting information for next year's event. ■



Exhibit Area

Software-intensive Systems Acquisition Conference

George Prosnik and Larry Baker of CDSC and Dr. Chris Roman, DSMC-SPM attended the third annual conference on the acquisition of software-intensive systems held January 26-28 in Arlington, Virginia. Consisting of several parallel tracks, and sponsored by the OUSD (AT&L) and the Software Engineering Institute (SEI), the conference provided an opportunity for government acquisition organization employees, their support agencies (i.e., support contractors, FFRDCs), and federal government contractors to share experiences and insights about acquisition issues specific to software-intensive systems.

A number of relevant state-of-the-practice presentations were given by practitioners with recent field and project officer experience, who described a variety of best practices, emerging changes to DoD policies, and acquisition lessons learned from several successful federal projects. The open conference was followed by a government-only meeting of the DoD Software Collaborators Working Group in which presentations were given covering software S&T focus areas; updates to the OSD software best practices initiative; and status of DoD's response to the Section 804 Congressional mandate requiring Services to improve their software acquisition practices and professional education.

The presentations from this conference will be posted at: <http://www.sei.cmu.edu/products/events/acquisition/> along with more information about the conference. The information presented was relevant to the mission of DAU. Attendees will be using the information gathered at this conference as part of the ongoing update activities of the software acquisition management curriculum. Other DAU faculty involved with software acquisition and systems engineering courses may want to evaluate this annual conference for possible inclusion as part of their FY05 Individual Development Plan. ■

Alumni Association's 21st Annual Symposium

The DAU Alumni Association will host its 21st Annual Symposium June 7-9, 2004. Registration begins June 7 and symposium events commence June 8. We invite you to attend this event and pass the word to your colleagues. This is a time of monumental change, and the Symposium is a forum for communication, understanding, and sharing of views that supplement, and often surpass, officially released information. The theme this year is: **"Jointness and Interoperability — Strategies that Really Work."** All the information is posted on our Website at <http://www.dauaa.org> or you may e-mail us at dauaa@erols.com for more details. ■

University Update

The University Update is a DAU e-mail publication sent to PEOs/PMs, the DAU Board of Visitors, and select stakeholders monthly. This monthly update is provided to highlight some of DAU's recent activities and initiatives. A major source of ideas is the weekly significant activities report.

DAWIA II Streamlining Team and Working Group: On February 4-6, 2004, the DAWIA II Streamlining Team, co-chaired by DAU President Mr. Frank Anderson and Deputy Director for Policy Mr. Domenic Cipicchio, Office of the Director, Defense Procurement and Acquisition Policy, kicked off a 60-day study to implement FY04 National Defense Authorization Act (NDAA) revisions to DAWIA by developing a framework to streamline the Acquisition Career Management Program. In implementing the statutory revisions, the framework will provide flexibility to institute different experience, education, and training requirements for acquisition positions, establish a single acquisition corps, and streamline outdated DAWIA provisions.

DAU President Updates Acting USD(AT&L): On February 9, 2004, Mr. Frank Anderson, DAU President, provided an update on AT&L Goal 7 (Motivated, Agile Workforce) to Mr. Michael Wynne and the Service Acquisition Executives. In his role as Goal 7 champion, Mr. Anderson reported the current status and future direction of the 6 supporting objectives: 1) Acquisition Demonstration/Best Practices; 2) Streamlining the Defense Acquisition Workforce Improvement Act (DAWIA) initiative; 3) Implement a Central Referral System; 4) Marketing and Targeted Recruiting; 5) Rapid Deployment Training (RDT); and 6) AT&L Performance Learning Model (PLM).

New DAU Continuous Learning Modules: Six new continuous learning modules have been added to the DAU Continuous Learning Center Site at <http://CLC.DAU.MIL>: "Business Management Modernization Program," "Provisional Award Fee Awareness," "Value Engineering," "Performance-Based Services Acquisition," "Introduction to the Defense Logistics Agency," and "Lean-Six Sigma." The DAU Continuous Learning Center now has 49 modules and over 155,000 registered users.

SASC Training: DAU representatives provided earned value training for four members of the Senate Armed Services Committee (SASC) Professional Staff and Army Legislative Liaison. The training was held at the Russell Senate Office Building on February 17, 2004. The training was an element of an Army Future Combat Systems program initiative with the House Armed Services Committee and the SASC to streamline the program oversight process. ■

New Course Managers

CDSC is pleased to announce that **Dale Shrader** is the new TST 301 Advanced Test and Evaluation Course Manager (CM). Dale has 25 years' experience in operations and program management with emphasis in the Test and Evaluation career field. He has been a test program manager and held other positions in three ACAT I programs (e.g., software-intensive programs such as the AC-130U Gunship and C-17), as well as numerous ACAT II and III programs. Dale is DAWIA-certified Level III in Test and Evaluation; Systems Planning, Research, Development and Engineering (SPRDE); and Program Management. He is certified to teach TST 202, TST 301 and SYS 301 and will soon be certified to teach SAM 201. Congratulations, Dale! We all look forward to working with you on TST 301.

We would like to recognize the contribution of **Dr. Paul Alfieri** as the outgoing TST 301 CM. Paul has served as the CM helping make the course a challenging and performance-oriented experience that has resulted in its consistent ranking as one of DAU's top-rated courses. Well done, Paul! Good luck in your new position as Director of Faculty Policy...and thank you!

Also in a new role as CM is **Ray Rasmussen**. Ray is the new CM for PQM 101, Production, Quality and Manufacturing Fundamentals. He is DAWIA-certified Level III in PQM, SPRDE and Acquisition Logistics, and DAWIA-certified Level II in Program Management. Ray is certified to teach PQM 101 and PQM 201 and has participated extensively in the curriculum revisions of PQM 201. In addition, Ray has assisted with numerous curriculum development initiatives involving quality assurance and product quality management. Congratulations, Ray! We all look forward to working with you on PQM 101.

We would like to recognize the contribution of **Steve Nelson** as the outgoing PQM 101 CM. Steve served as the CM during the conversion of the classroom version of the course to one of the first DAU on-line courses. As a result of Steve's efforts, AT&L workforce throughput for this quality on-line course increased significantly. Well done, Steve!

Finally, we welcome **CDR Larry Haukenes, USN**, to the position of CM for PQM 201, Intermediate Production, Quality and Manufacturing. Larry is DAWIA-certified Level III in Production, Quality and Manufacturing, is certified to teach PQM 201, and is a graduate of PQM 301. In addition, Larry has served as a Project Manager on the T-AKR Program for SUPSHIP New Orleans; Executive and Production Officer for the Ship Repair Facility in Yokosuka; Deputy Director for Materials in NAVSEA 05M; and the Operations Cycle Director for PEO EXW/PEO SHIPS. Congratulations Larry! We all look forward to working with you on PQM 201.

Our kudos and thanks to **Dan Dupree** as the outgoing PQM 201 CM. Dan served as the CM during the conversion of the classroom version of the course to one of the first DAU hybrid courses. Dan's efforts resulted in a significant increase in AT&L workforce throughput for a "quality" hybrid course. Well done, Dan - thank you! ■

DAU Selects 12 Faculty Members for Partnership Learning Experiences



Raytheon



Twelve faculty members were selected in a competitive process to participate with our industry partners in program management training during FY04. **Michael Asada, Dave Brown, Bob Carlson, Hank Devries, Larry Haukenes, and Bill Lankford** will attend the Program Management Institute (PMI) at the Lockheed-Martin Center for Leadership Excellence in Bethesda, Maryland. **Jeran Binning, Curtis Norris, Betti Moya, Mary Redshaw, Ellen Rosenthal, and Marte Tillman** will attend Raytheon's Principles of Program Leadership Course (PPLC) at Babson College's Center for Executive Education in Wellesley, Massachusetts.

Each of the six member teams will work together prior to attending the courses to learn more about the company, the course, and our partnership. They will benefit from the lessons learned by the FY03 teams headed by **Mark Unger** and **Mark Lumb**. Additionally, they will be prepared to lead discussions about DoD acquisition that are of interest to class members and will provide information on DAU learning assets, particularly the network provided by the Performance Learning Model.

Once all six have completed the training, the teams will sift through the experience and determine golden nuggets that could contribute to DAU's ability to serve our customers. These golden nuggets and action plan for implementation will be presented to DAU leadership.

The Organizational Learning Team (OLT) is continuing to work a variety of channels to offer more opportunities for DAU members. Please contact your OLT member for more information. OLT members include: **Ed Barrett, Bob Burnes, Marshall Eubanks, MJ Hall, Carl Hayden, Hans Jarrell, Walt Keays, Jim Kinder, Dave Scibetta, Bob Spangler, and Russ Vacante.** ■

INSIGHT

Recognition...



R. Donald Hood is the course manager for the International Security and Technology Transfer Control Course (PMT 203) in the DSMC-SPM. He and his team of subject-matter experts are concerned with the international transfer of technology and matters regarding its protection, export control, counterintelligence, and intellectual property rights. They are also concerned with those relationships with other executive branch departments and agencies, not normally associated with cost, schedule, and performance, that can and do have an enormous impact on acquisition programs.



Dr. John Markevicz joined the C/NE Region after more than 40 years in the Navy and as a defense contractor in the area of R&D for shipboard and submarine weapon launchers, sensors, and shipboard systems. His most recent position was as Auxiliary Systems IPT Lead for the USMC's Expeditionary Fighting Vehicle (EFV). John retired from the Navy after more than 24 years of service. He has an operational background in surface ships and nuclear submarines, served two tours of instructor duty, and completed three

R&D shore tours, culminating in his qualification as an Engineering Duty Officer and assignment as the Naval Underwater Warfare Center's *SEAWOLF* Project Officer. He then spent 15 years in a variety of R&D management and engineering development positions for a large DoD manufacturer (UDLP), an 8(a) advanced software development organization (Simms Industries), and a Navy support contractor (EG&G). In addition to his management and engineering duties, John is an adjunct faculty member at The George Washington University and the University of Maryland, where he teaches in the Engineering Management and Engineering Technology departments, and at the University of Mary Washington, where he teaches in the MBA program. John received his Doctorate in Engineering Management from The George Washington University, Master of Science and Bachelor of Science in Electrical Engineering from the Naval Postgraduate School, and Bachelor of Science degree in Mechanical Engineering from the University of Oklahoma.



Betty Sue Stevenson is a Professor of Contracting at DAU West Region, San Diego. She first came to the DAU Midwest Region in February 2000 from the DLA Training Center in Columbus, Ohio; then moved to San Diego in February 2003, where she teaches basic and intermediate Contracting courses. Betty Sue taught in the Granville, Ohio, Exempted School District and Newark, Ohio, School District for 10 years before entering government service. She has worked for the IRS and the VA Hospital in Cincinnati, Ohio, and in Contracting at the Defense Electronic Supply Center in Dayton, Ohio. She continued her contracting career as a Copper Cap and then Post-Award Negotiation Specialist at Edwards Air Force Base, California. Betty Sue has a Bachelor of Science degree in Education from Ohio State University and a Master's Certificate in Government Contract Management from The George Washington University.



Gil Torres was selected as the Director of Administration for the Midwest Campus in June of 2000 and helped launch DAU Midwest Region (DAU-MW) as a DoD entity. He established and provided management skills to nine different offices during his first year with DAU-MW. Gil brings over 27 years of experience in Human Resources Development and Management. He is a retired Air Force officer who served in Vietnam and Desert Storm. His initial tours in the military were as an Emergency Medical Technician II and as a practitioner of restorative dentistry in the advanced dental program sponsored by the Air Force. He then spent seven years in the wholesale business honing his logistical and marketing skills as an upper-level General Manager for the Wal-Mart Foundation. He is fluent in Spanish and, while stationed at Korat Air Force Base, Thailand, he learned conversational Thai. He has used his translating skills at DAU to help students, co-workers, and their dependents. Gil is dual-hatted at the DAU-MW Campus, working with the Operations/Resource and Administrative Department and will soon be certified to teach Life Cycle Logistics. ■

INSIGHT Around Campus...

Petty Officer Second Class Jeffrey D. Sharp, USN, is the Enlisted Person of the Year for 2003. During that time, he skillfully led and executed several major up-grade projects to include the \$230K West Region relocation project, and DAU Fort Belvoir's \$100K multipurpose room project. He has also been a valuable team member of the continuing classroom projector system upgrade project at Fort Belvoir, leading and assisting installation teams for 12 classrooms, 4 seminar rooms, and 2 special purpose rooms, lending his technical knowledge and installation talents to the success of the mission. He has been instrumental in the successful accomplishment of the Video Services' mission, supporting 5 regional campuses and eight geographically separated units. He performed acceptance testing of \$50K in new production and customer checkout equipment, ensuring equipment was 100 percent functional and operating within the manufacturer's specifications. ■



Travis Stewart, Associate Dean, Outreach and Performance Support, discussed the services of the University with Congressman Mike Turner, Ohio Third District Representative to the United States Congress and a member of the House Armed Services Committee, at a recent Dayton Area Defense Contractors Association (DADCA) luncheon. Congressman Turner was the keynote speaker at the DADCA luncheon.

Established in June 1995, DADCA's principal purpose is to promote economic development activity among local Defense contractors, community residents in the Greater Dayton area, and Wright-Patterson Air Force Base. ■



BCF 103 Distance Learning Course Graduates 1,000 Students in First Seven Months!

On August 1, 2003, DAU began offering the online version of the Fundamentals of Business Financial Management Course (BCF 103). This course provides students with a generalized understanding of DoD funds management principles and processes. It is particularly useful to military officers and DoD civilians who are involved in formulating and executing program office budgets. In its first seven months of operation, the BCF 103 course has been a huge success. Flexibility to the students is the key. The BCF 103 is a nonresident, self-paced course, available through the Internet. Students are able to work on the course from their offices, their homes, or their hotels while on travel—anywhere they have access to an Internet connection. This allows them to complete their certification requirements as their professional and personal schedules permit.

To date, over 1,000 students have graduated from this 40-hour on-line program. In years gone by, when the BCF 103 was a traditional classroom course, the University graduated only 600 students per year. By the end of this year, this course will result in more than a twofold increase in graduates, making needed training and information available faster to a wider acquisition workforce audience. In addition, the DAU team is continuing to update the course materials to ensure the latest information is available to the workforce and improve its utility to their customers. If you would like to know more about this interesting and fact-filled financial management course, please feel free to contact the course manager, Rich Stillman. Rich can be contacted by e-mail at Richard.Stillman@dau.mil and by phone at 1-781-377-3593/DSN 478-3593. ■

DAU leadership, faculty, and staff would like to welcome the following newcomers:

Lt Col James Gates, USAF, C/NE
Leonardo Manning, C/NE
Maj David Wood, USAF, Midwest

John Krieger, HQ, CDSC
Lt Col James Gates, USAF, C/NE

...and offer congratulations to...

Kathy Smith, HQ, OPS Support Group, who is leaving HQ to join the Mid-Atlantic Region. Kathy has also served in the Manufacturing Management Department (DSMC), the School of Program Managers (DSMC), and the Visual Arts and Press Department (DSMC/DAU). ■