



DEFENSE ACQUISITION UNIVERSITY

Learn. Perform. Succeed.



Leveraging Technology and Learning Innovation

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Technology Center

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'02 '06



'05 '06 '07

CHIEF LEARNING OFFICER
Learning In Practice
Awards



Oct 2010



Today's Discussion

Not going to talk about:

Leading a Learning Revolution

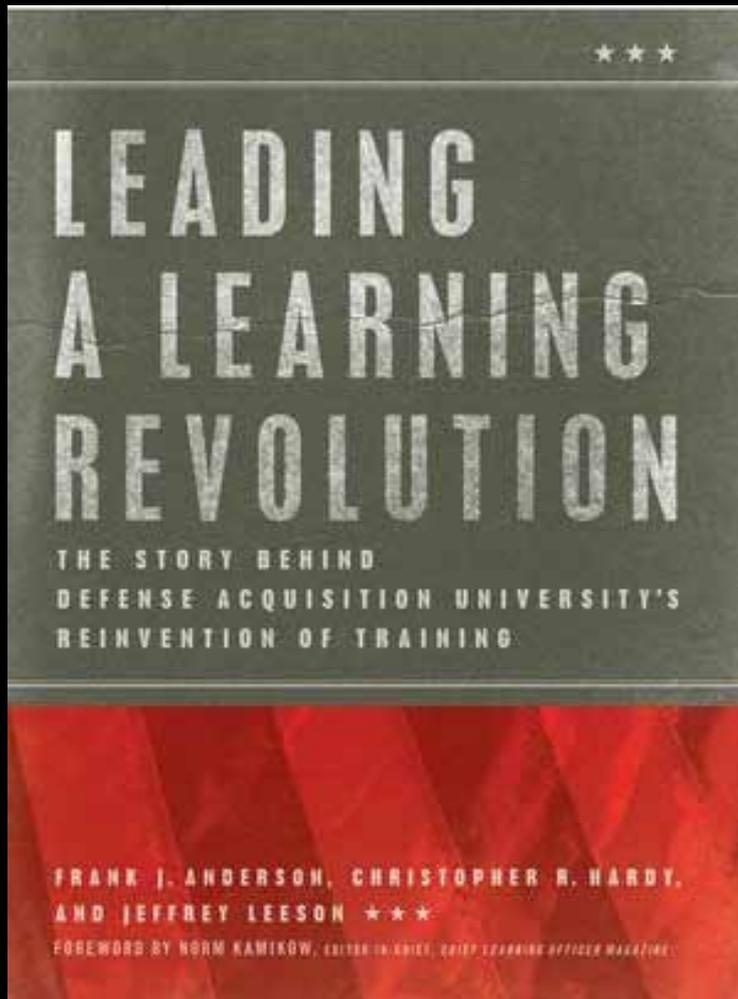
Am going to talk about:

DAU Overview

Statistics of Success

Approach to Learning

Leveraging Technology



Book about DAU's Transformation from 2000 – 2007

- ü Lessons Learned
- ü Leadership Alignment
- ü Performance-based Strategic Planning
- ü Re-organization
- ü Staffing with Right People
- ü Learning Architecture
- ü Benchmarking
- ü Business Infrastructure
- ü Way Ahead

Ü DAU Overview



Defense Acquisition Workforce

A Professional Workforce by Law

Career Fields	ARMY	NAVY/USMC	AIR FORCE	4th Estate	TOTAL
Auditing	0	0	0	3,638	3,638
Business, Cost Est., & Fin. Mgt	3,350	1,935	1,530	270	7,085
Contracting	7,714	5,245	6,834	5,887	25,680
Facilities Engineering	988	3,902	6	24	4,920
Industrial/Contract Property Mgt	99	62	26	264	451
Information Technology	1,764	903	950	317	3,934
Life Cycle Logistics	7,134	4,355	1,727	145	13,361
Production, Quality & Manufacturing	1,952	2,005	383	4,798	9,138
Program Management	3,690	4,085	4,105	901	12,781
Purchasing	319	545	142	190	1,196
SPRDE - S&T Manager	143	191	43	103	480
SPRDE - Systems Engineering	10,740	16,576	6,429	756	34,501
SPRDE - Program System Engineer	29	0	0	7	36
Test and Evaluation	2,135	2,476	2,622	187	7,420
Other / Unknown	212	768	30	230	1,258
Total	40,269	43,066	24,827	17,717	125,879



DAU within the Department of Defense



Secretary of Defense
Hon. Robert Gates

Acquisition Policy and Process

Under Secretary of Defense
(Acquisition, Technology & Logistics)

Assistant Secretary of Defense
(Acquisition)

Defense Wide
Acquisition Training

President
Defense Acquisition University

Defense Acquisition Workforce



Defense
Agencies

SYSCOM
PEO

SYSCOM
PEO

SYSCOM
PEO

Service-unique acquisition training

Army Logistics
Management
College

Naval
Postgraduate
School

Air Force
Institute of
Technology



Defense Acquisition University



The Honorable Ashton Carter
Under Secretary of Defense for Acquisition, Technology & Logistics



The Honorable Frank Kendall
Principal Deputy Under Secretary of Defense for Acquisition, Technology & Logistics



Shay Assad
Performing duties of Assistant Secretary of Defense for Acquisition



Lenn Vincent
Industry Chair



President, DAU

James McMichael
Acting



Mark Whiteside
Director
Performance & Resource Management



Rich Hoeferkamp
Pentagon Liaison



James McMichael
Vice President



Meg Hogan-Roy
Human Resource Advisor



Joseph Johnson
Chief of Staff and Acting Director
Planning, Policy & Leadership Support

Learning Asset Development



Chris Hardy
Director
Global Learning & Technology Center (GLTC)



Tim Shannon
Director
Learning Capabilities Integration Center



Craig Lush
Director
Acker Library & Knowledge Repository



Dave Scibetta
Director
Operations Support Group

Learning Asset Delivery



Andrew Zaleski
Dean
West Region



Travis Stewart
Dean
Midwest Region



James McCullough
Dean
South Region



Barbara Smith
Dean
Mid-Atlantic Region



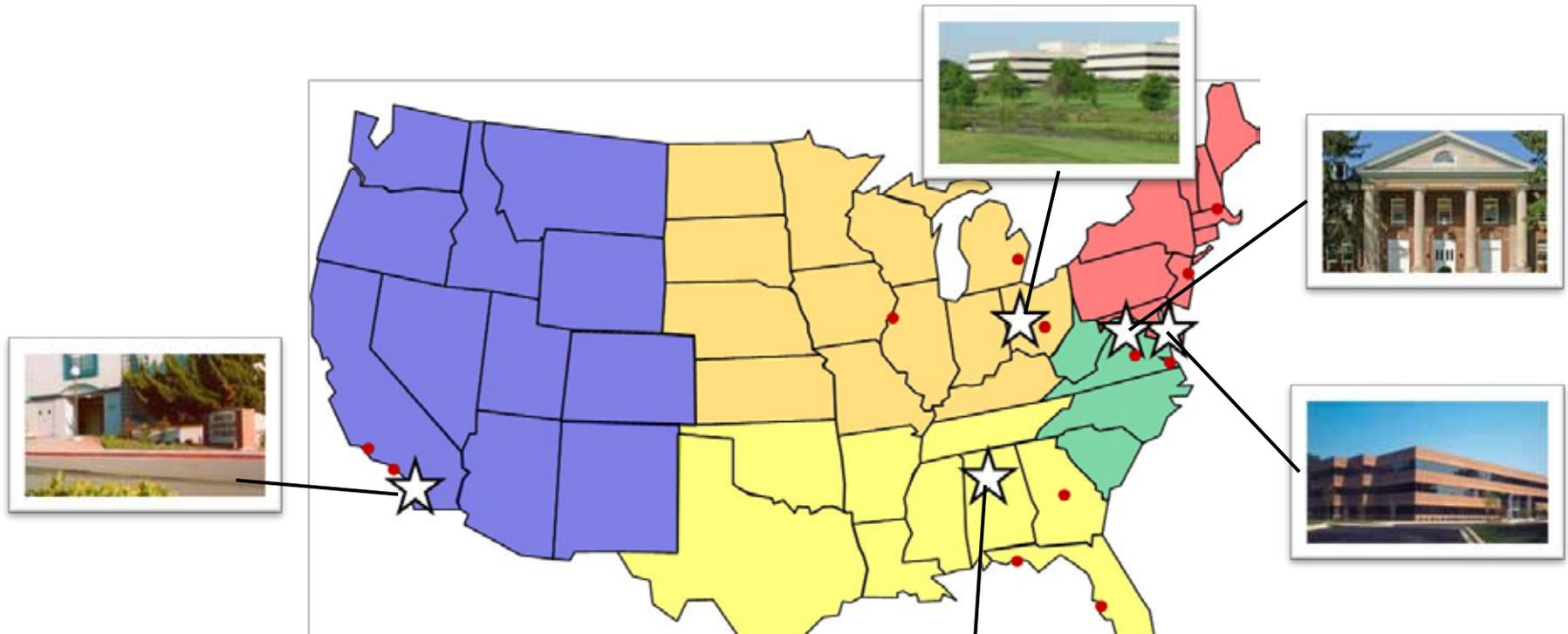
Robert Daugherty
Dean
Capital & NE Region



Roy Wood
Dean
DSMC-SPM Region



Located with our Customers



Region	Location	Workforce
Capital/Northeast	Fort Belvoir, VA	31,566
Mid-Atlantic	California, MD	23,110
Midwest	Kettering, OH	18,604
South	Huntsville, AL	28,360
West	San Diego, CA	25,465

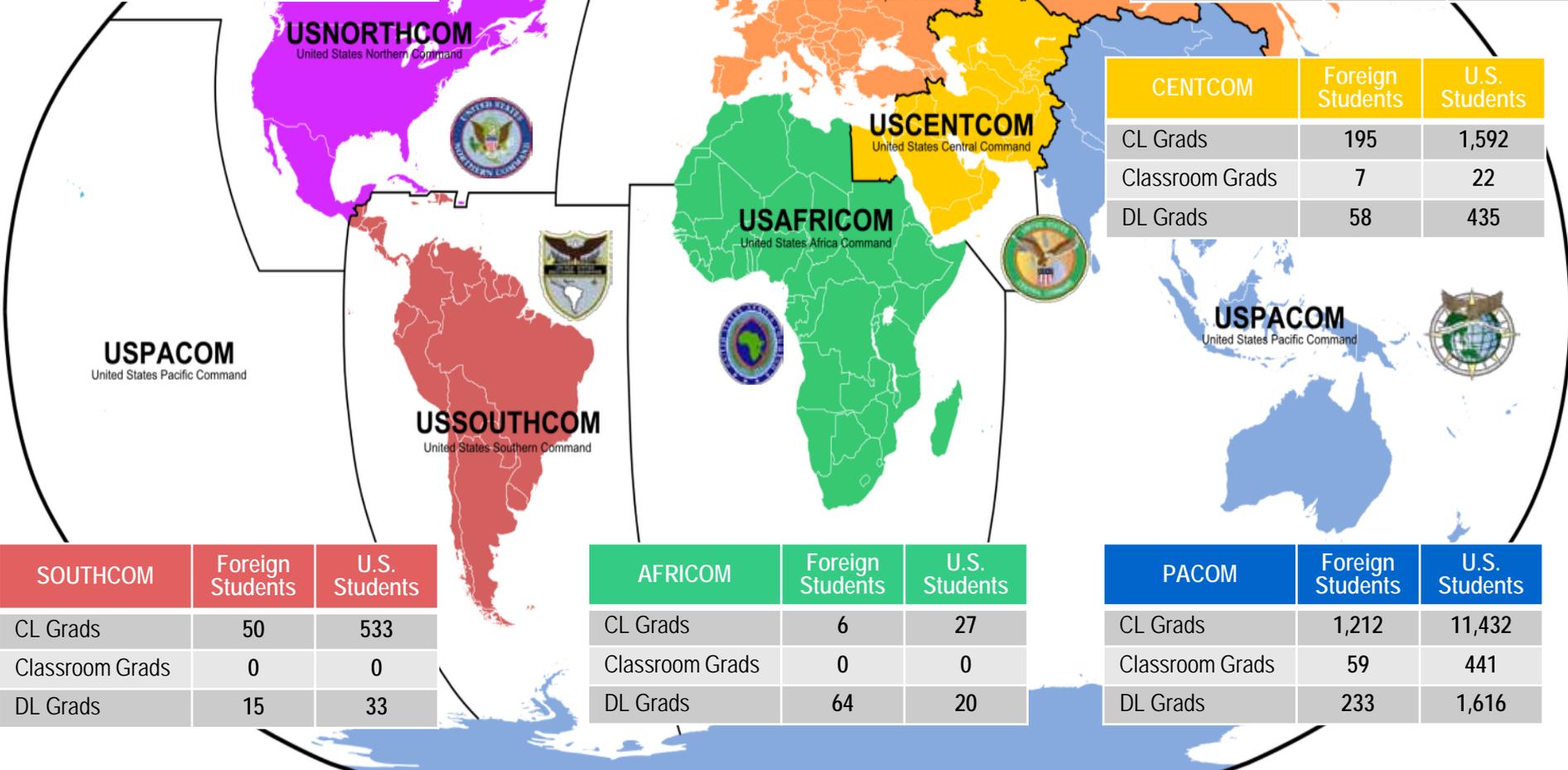
We are part of the community, not just a place to take classes.



Global Reach

NORTHCOM	Foreign Students	U.S. Students
CL Grads	1,664	468,868
Classroom Grads	20	38,631
DL Grads	194	150,853

EUROM	Foreign Students	U.S. Students
CL Grads	884	5,342
Classroom Grads	14	92
DL Grads	67	460



USNORTHCOM
United States Northern Command

USEUCOM
United States European Command

USCENTCOM
United States Central Command

USAFRICOM
United States Africa Command

USPACOM
United States Pacific Command

USPACOM
United States Pacific Command

USSOUTHCOM
United States Southern Command

SOUTHCOM	Foreign Students	U.S. Students
CL Grads	50	533
Classroom Grads	0	0
DL Grads	15	33

AFRICOM	Foreign Students	U.S. Students
CL Grads	6	27
Classroom Grads	0	0
DL Grads	64	20

CENTCOM	Foreign Students	U.S. Students
CL Grads	195	1,592
Classroom Grads	7	22
DL Grads	58	435

PACOM	Foreign Students	U.S. Students
CL Grads	1,212	11,432
Classroom Grads	59	441
DL Grads	233	1,616

ü Statistics of Success



DAU's Learning Architecture

Knowledge Sharing

DAP - Online Portal to Big A and HCI knowledge

ACC - DoD's online collaborative communities

Virtual Library – Online connection to DAU research collection

Training Courses

Classroom & online DAWIA Core, Core Plus, & Executive



Continuous Learning

CL Modules - Online, self-paced modules learning modules

Conferences - PEO / SYSCOM, Business Managers, DAU Acquisition Community Symposium

Mission Assistance

Consulting - Helping organizations solve complex acquisition problems

Targeted Training - Tailored organizational training

Rapid Deployment Training - On-site and online training on the latest AT&L policies

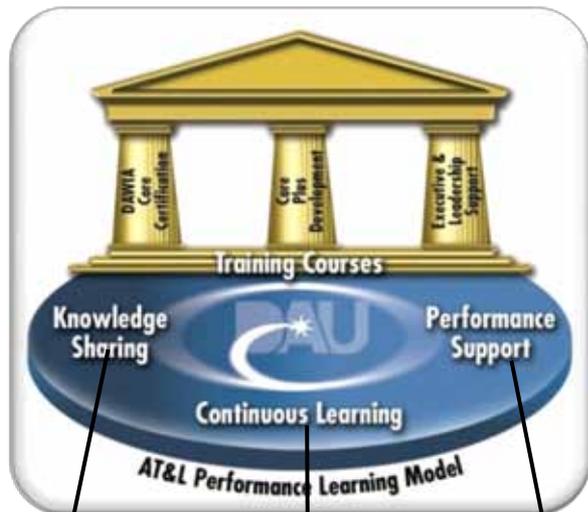
Formal and informal learning at the point of need



Supporting the Defense Acquisition Workforce...

...with Formal & **Informal** Learning

Filling learning gaps



Communities Of Practice

CL Module

Onsite Consulting

Formal Course

Formal Course

Formal Course

Formal Course

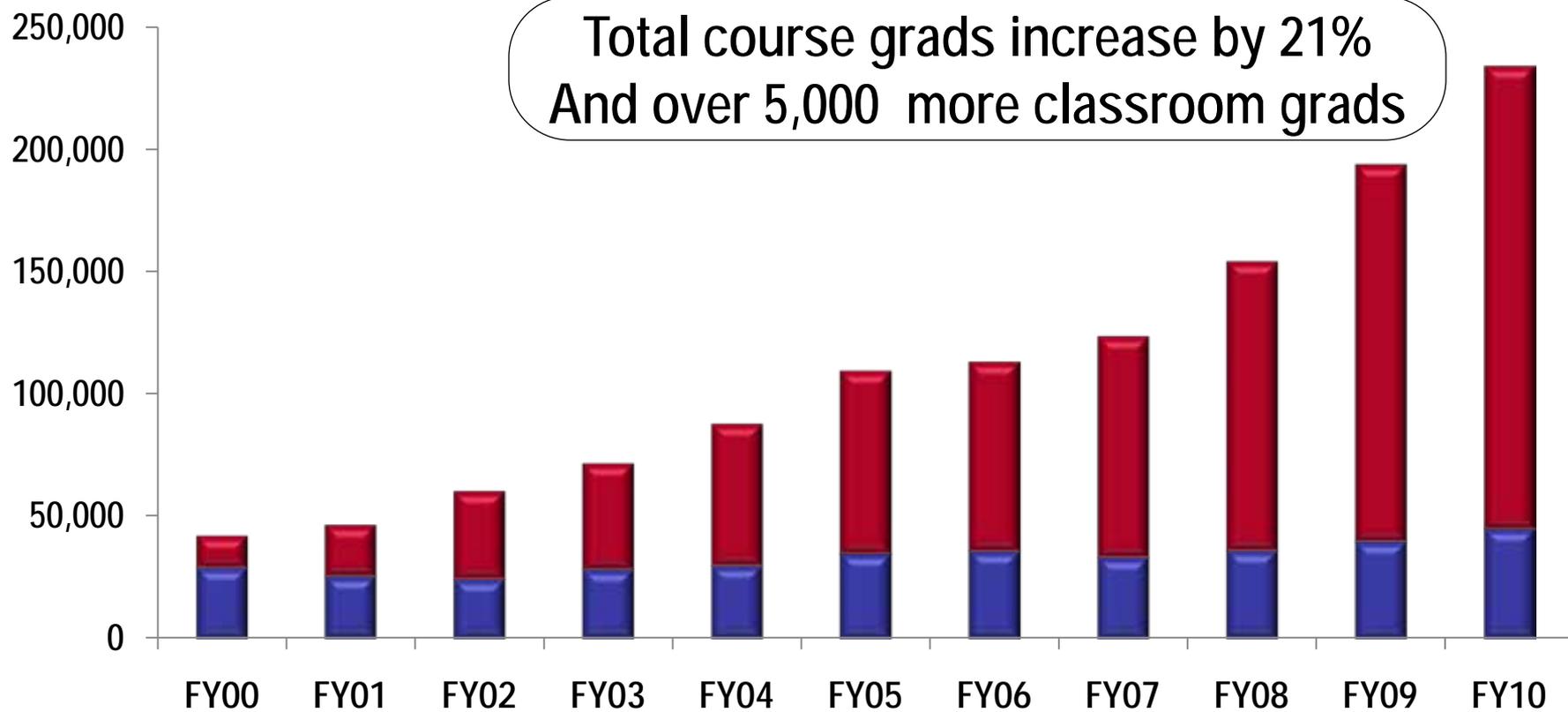


DoD Acquisition Career





Training Courses: Reaching the Workforce



Over 1.2M Grads Since FY00

	FY00	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10
Classroom	28,859	25,489	24,368	28,192	29,684	34,587	35,697	33,191	35,861	39,568	44,760
Web	13,380	21,031	36,117	43,649	58,290	75,079	77,582	90,600	118,391	154,399	189,491
Total	42,239	46,520	60,485	71,841	87,974	109,666	113,279	123,791	154,252	193,967	234,251



Mission Assistance in the Workplace

586 total Mission Assistance efforts
with 215 coming from consulting
efforts in FY10





Continuous Learning Short Courses or Modules

-- Browse for content or enroll to earn CLPs



**612,951 FY10
Graduates**
24% increase over FY09



Acquisition Knowledge Management System

Over 1.5M contact hours & over 280M page views in FY10





Nationally recognized



'02 '06



'05 '06 '07
'08 '09 '10

CHIEF LEARNING OFFICER
Learning In Practice
Awards





Continue to Be Recognized for Learning Innovations

DAU was recognized as a "Best Use of Virtual Worlds for Learning" in this year's "Brandon Hall Excellence in Learning" awards program.



LEADERSHIP
Excellence
2010 Best in Leadership Development
www.LeaderExcel.com

Leadership Excellence - 2010 Best in Leadership Development

DAU was again selected as **Best in Government/Military** and has consistently won this top honor every year since 2005.

DAU was selected as the winner of the 2010 Sloan-C Effective Practice Award

LATIST (Learning Asset Technology Integration Support Tool) was developed in partnership between GMU and DAU as a technology insertion decision support tool for rapid development of courses.



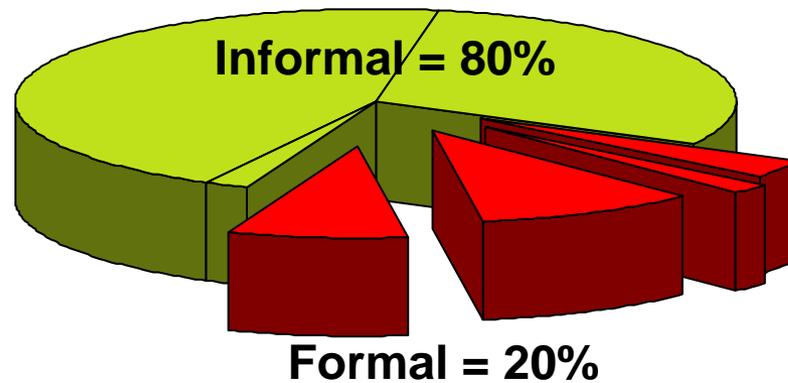


ü DAU Approach to Learning



Informal and Formal Learning

Is this true: 80 % of learning takes place on the job (and not in a class)?



Informal:
the degree which the **learner has control** of both the objective and the means.

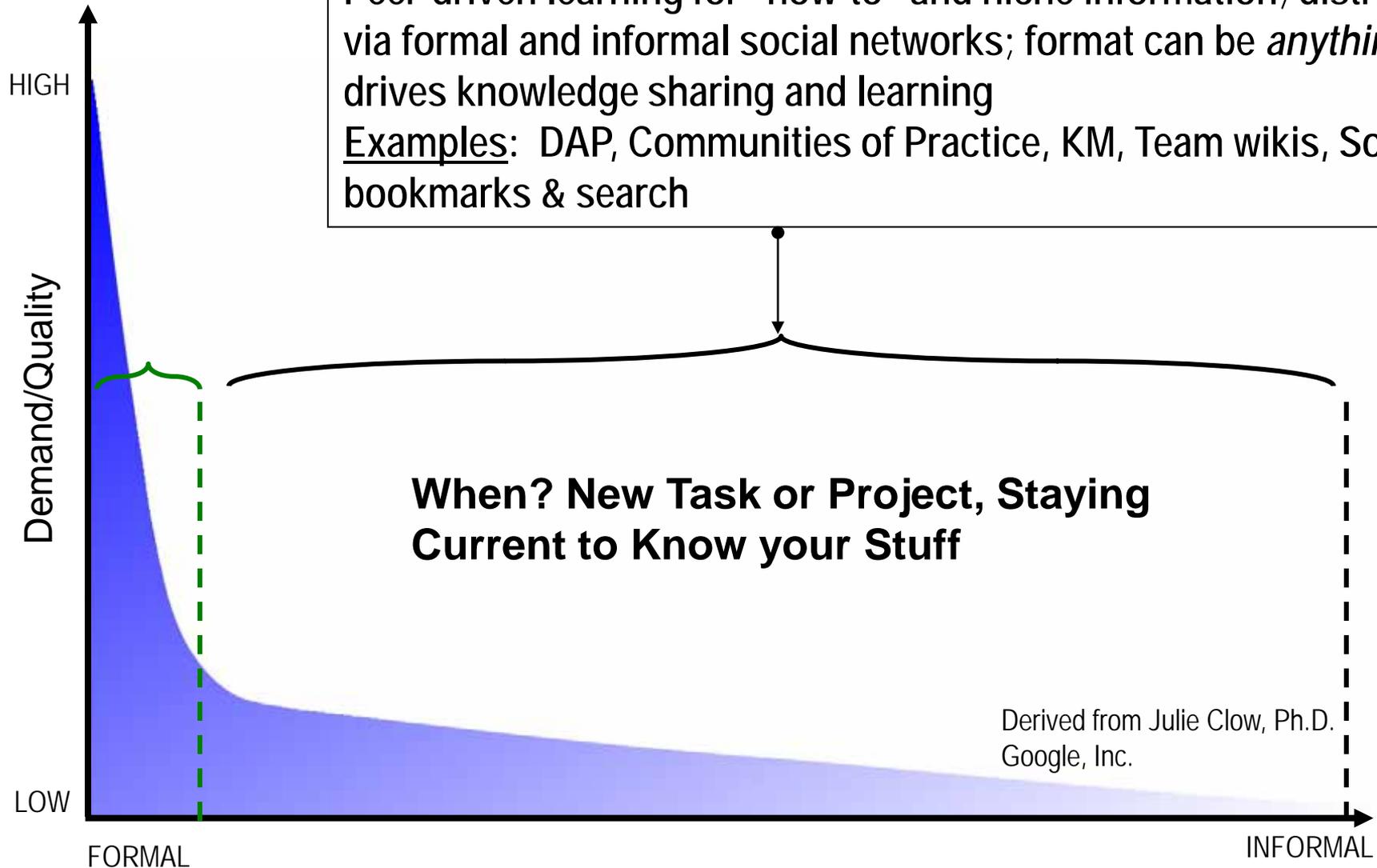
Formal:
the degree which the **institution has control** of both the objective and the means.



The Long Tail – Peer to Peer Knowledge

Peer-driven learning for “how-to” and niche information; distribution via formal and informal social networks; format can be *anything* that drives knowledge sharing and learning

Examples: DAP, Communities of Practice, KM, Team wikis, Social bookmarks & search





At DAU Learning is Job Centric

For Us - Learning is all about the Job!

ü Preparing for the Job

(**Formal** - Class room and on-line courses)

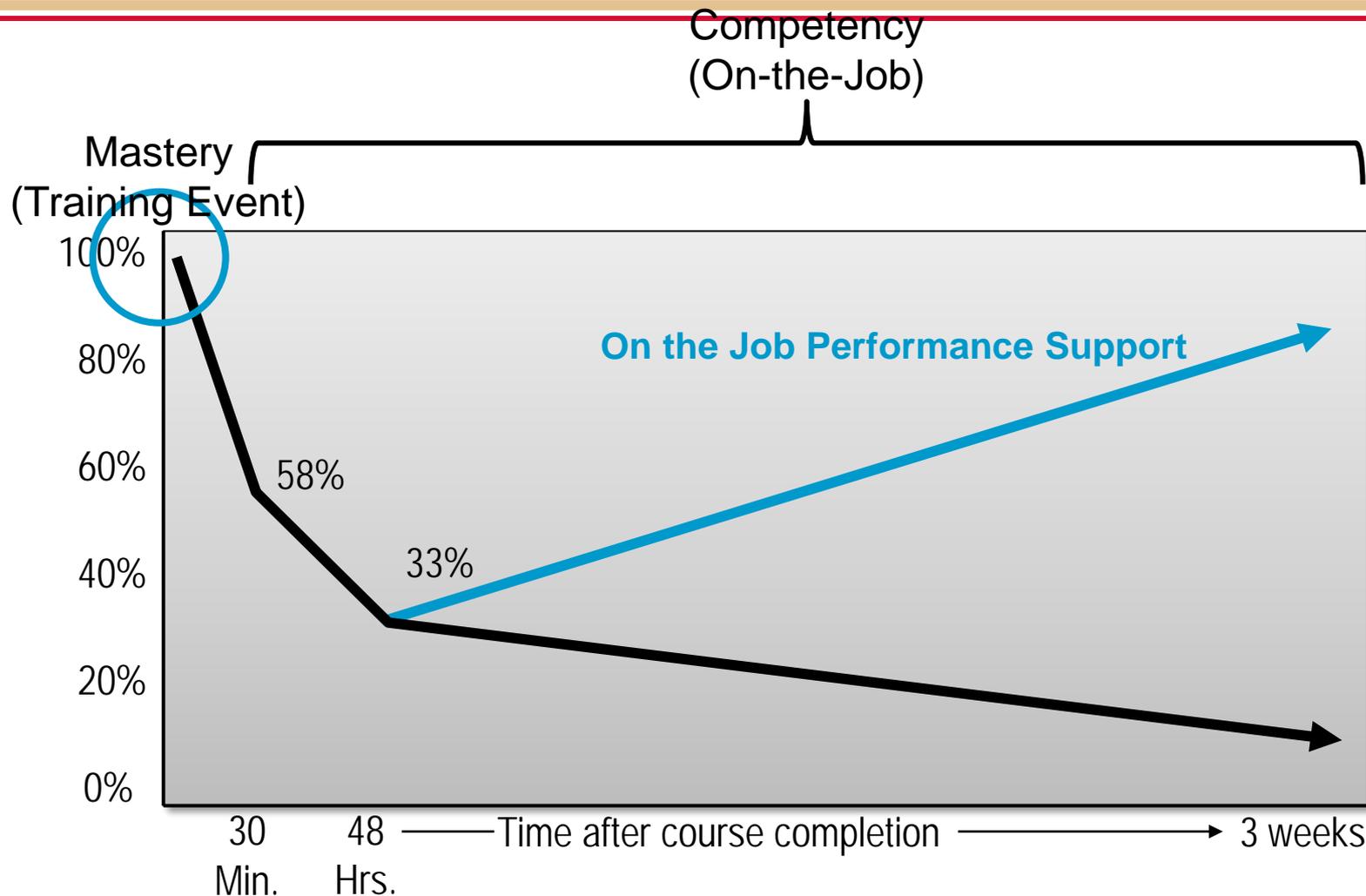
ü Supporting the Job

(**Informal** assets - 24/7 access to best practices, tools, expertise, collaboration, continuous learning assets, communities of practice)

Invest, Integrate, and Manage Both

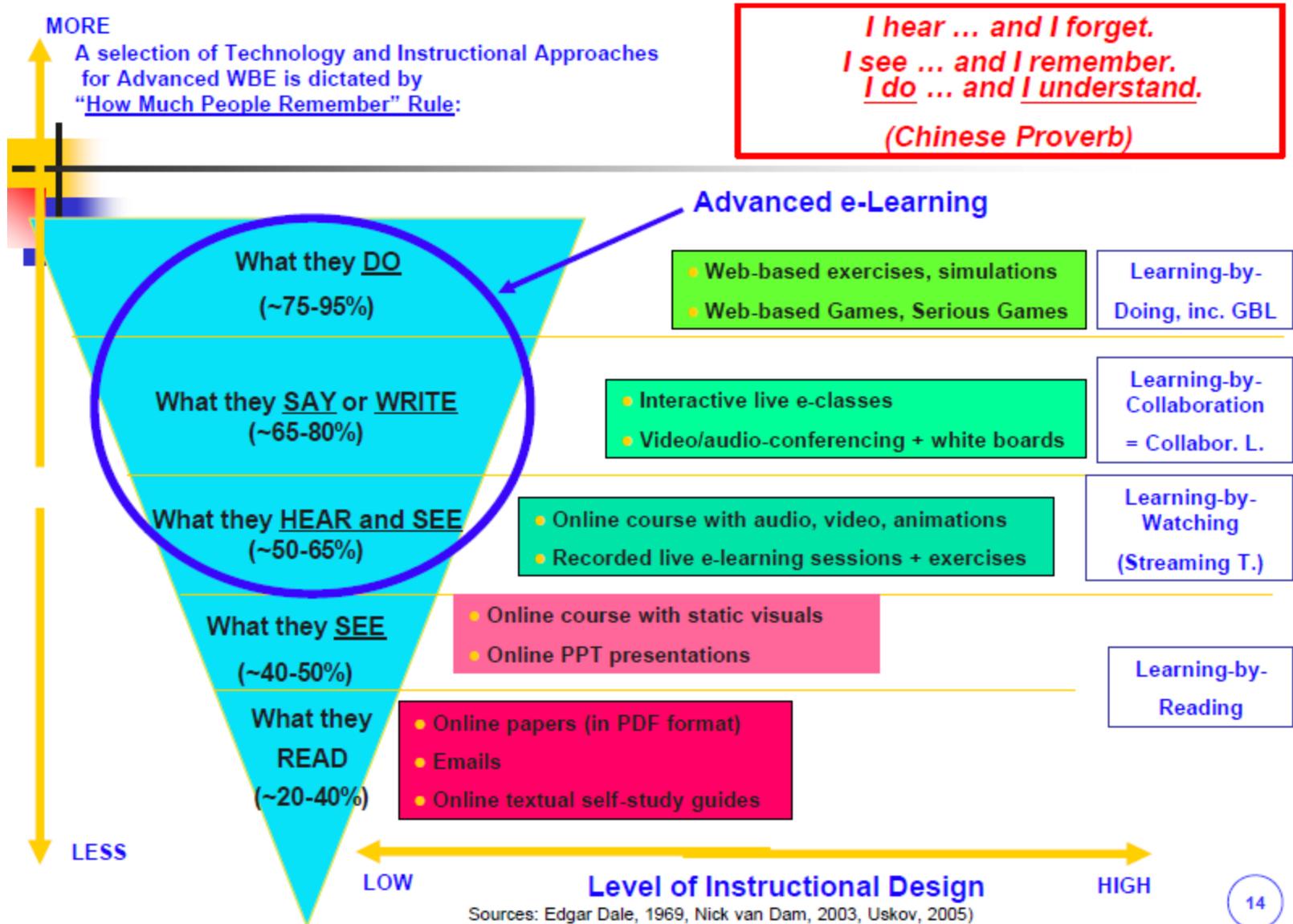


Knowledge Retention



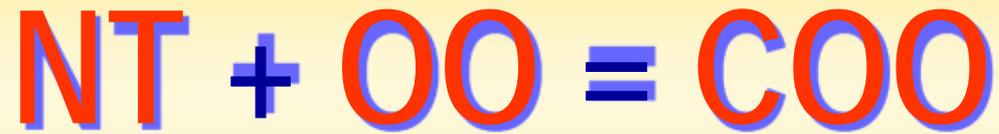
Source: Research Institute of America

Learning Sweet Spot – “Doing”



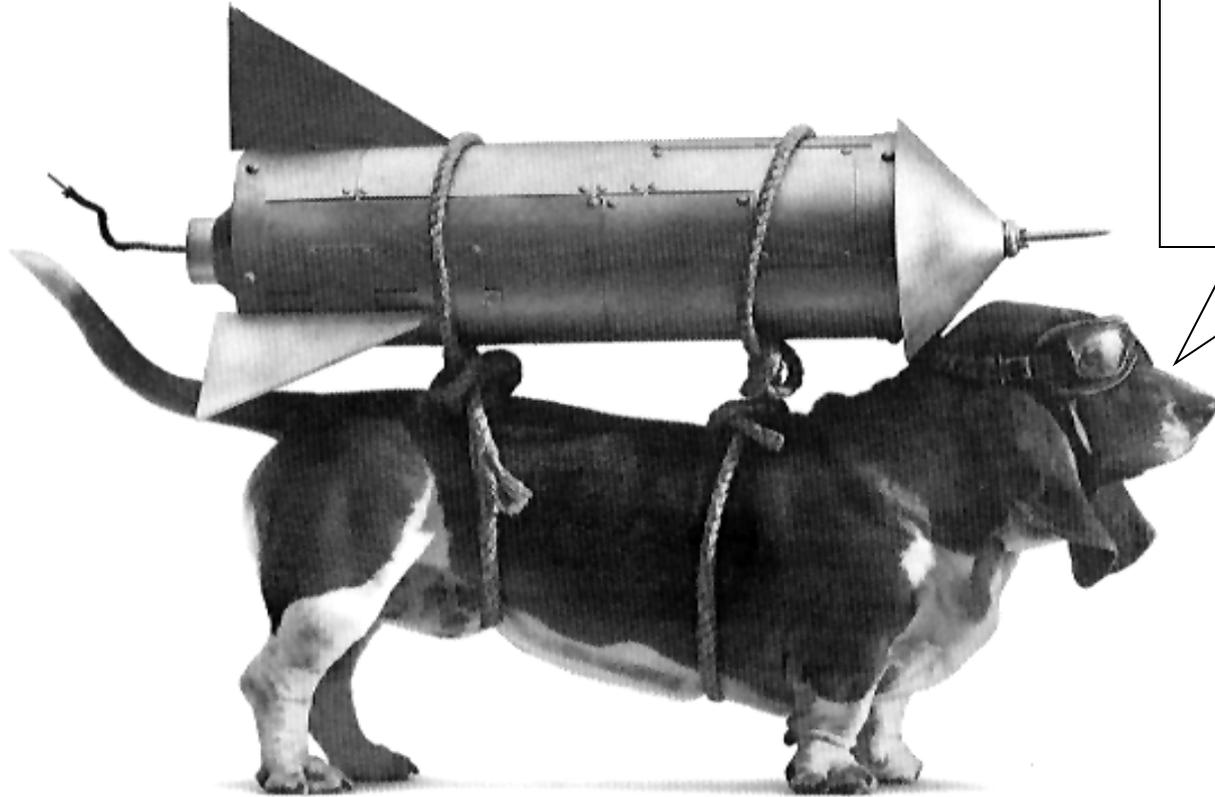
ü Leveraging Technology

Magic Formula

The equation 'NT + OO = COO' is displayed in a stylized font with a blue shadow effect. The text is centered within a yellow rectangular box that has a thick black border. This box is superimposed on a light blue semi-circular background that is centered behind the equation.
$$NT + OO = COO$$

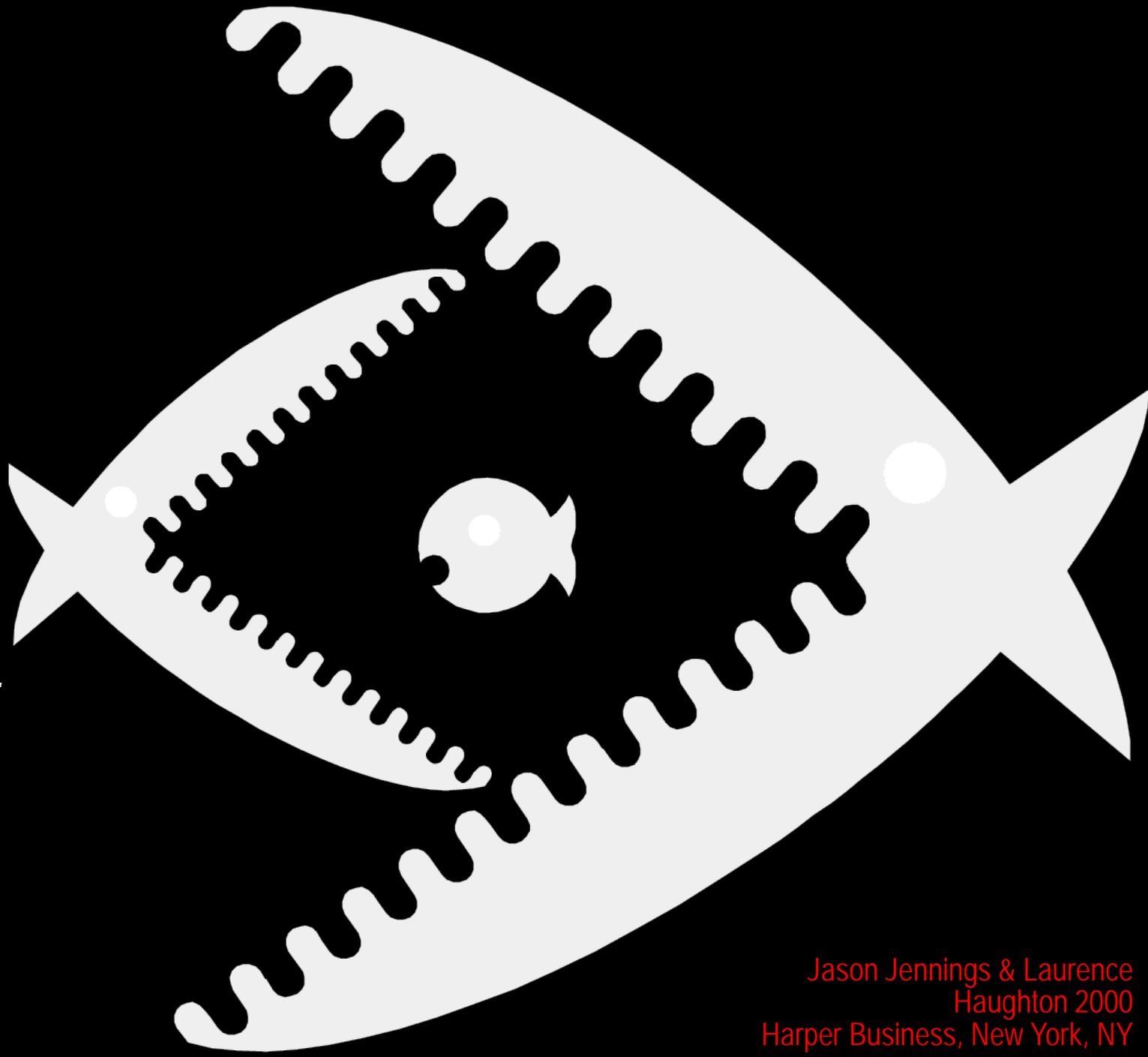


New Technology + Old Organization = Costly Old Organization



Also True for Learning Technology!

*it's not
the BIG
that eat
the
SMALL
...it's the
FAST that
eat the
SLOW*



Jason Jennings & Laurence
Haughton 2000
Harper Business, New York, NY



Use Cases: Simulate Doing and Actual Doing

Simulate “doing on the Job” by deploying:

- ü Relevant Business Games
- ü Simulations about the Job
- ü Intact Team Training
- ü Classroom Technology
- ü New Virtual Worlds: Nexus



Support “the actual doing the Job” with:

- ü 24/7 Access to best practices and expertise
- ü Continuous Learning Assets
- ü Communities of Practice
- ü Mobile Learning

Making “Learning at the Point of Need” a Reality!



DAU G & S Initiative

Games in Curriculum

Games to be used within courses, DL or classroom; fully aligned with learning objectives targeting learning and retention



TALL Games

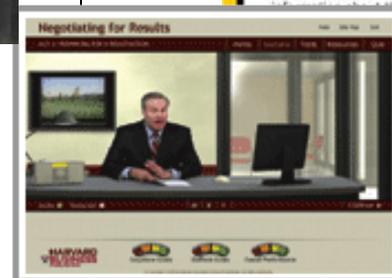
Games can be used by students to reinforce learning, as homework assignments, or as refreshers and prerequisites to coursework. Faculty can browse by topic and content areas and specify games that could be implemented into their courses in the future.



CLO 2009 Vanguard Award Winner

CLM Games

Games to support areas currently covered by CLMs to serve as reinforcements, supplemental information, or refreshers for course related concentration areas.





Casual Games Site

- Teaching and Learning Lab

- Games Portal

- Development of a website geared towards acquisition related outcomes

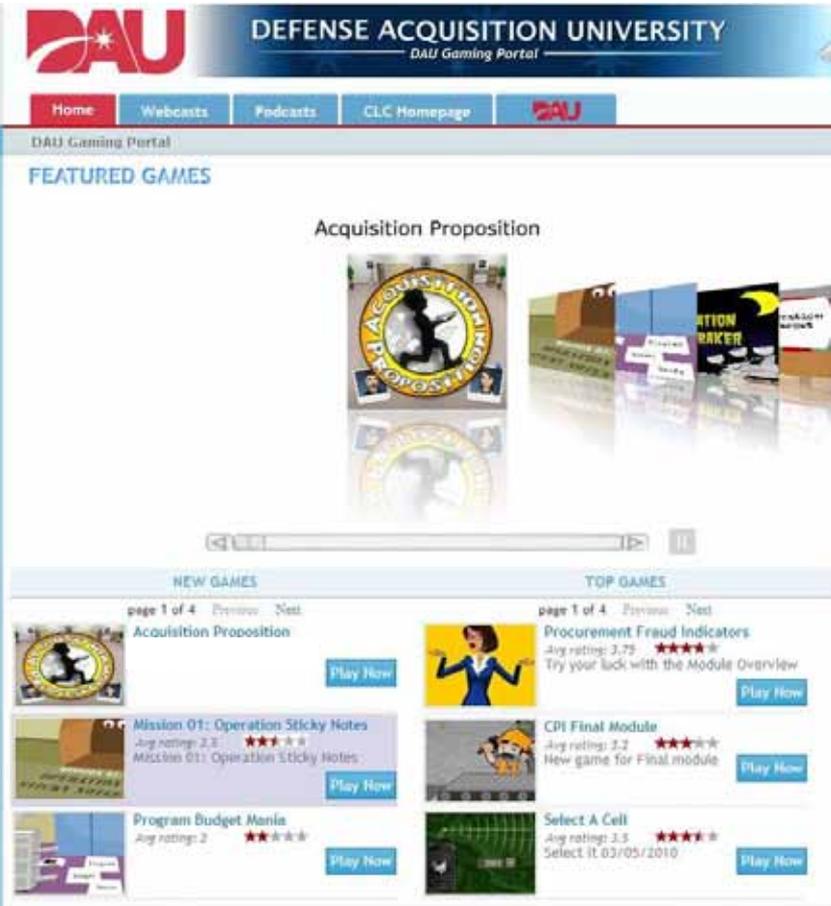
- ADL

- Pricing Game
 - Milestones! Game



- Retro Lab

- CPI Game
 - LOG Game





Intact Team Training

Creating a Simulation Based approach to providing Intact Program Management teams the opportunity to **diagnose and remediate problems before they are real.**

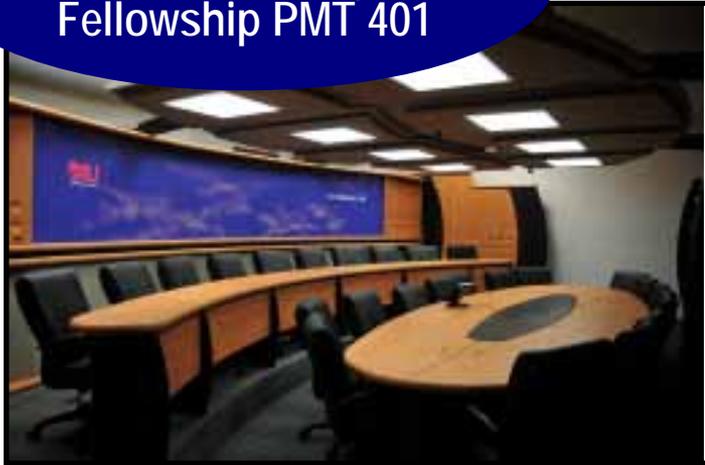


ACQSIM Online – Intact Team Training simulation developed by NOVONICS, allows distributed team training.



Advanced Classroom Technology

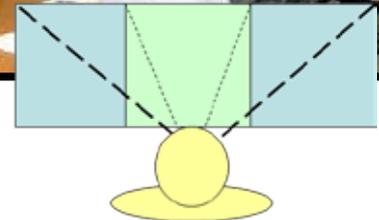
First use: Senior Service College Fellowship PMT 401



Telepresence – high definition life sized video teleconference that delivers a unique, “in person” experience with remote participants

ACQ 201B converts to TriZenter in FY09

TriZenter – 3 screen presentation system increasing interest, retention and recall.





Mobile Learning: DAU on iTunes U

DAU
Defense Acquisition University

Test & Evaluation
Last Modified: Thu Aug 20, 2008
Total Tracks: 1

TOP DOWNLOADS

Defense Acquisition University Top Downloads
Last Modified: Fri Aug 20, 2008
Total Tracks: 1

CONFERENCES

Innovations in eLearning Symposium
Last Modified: Tue Sep 2, 2008
Total Tracks: 10

FEATURED LECTURES

DAU Featured Course 01
Last Modified: Thu Aug 20, 2008
Total Tracks: 1

UNIVERSITY NEWS

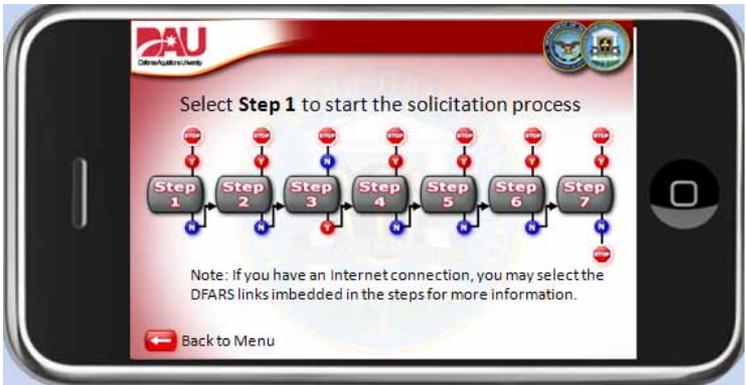
Virtual Worlds for Advanced Learning
Last Modified: Thu Aug 20, 2008
Total Tracks: 1

Apple Inc.'s Copyright Claim Policy

DAU: first corporate training organization on iTunes U



Devices



Mobile Delivery Approaches

Assessment	Content	Mobile Options	Performance
§ Quiz	§ Review/Remember	§ Location Specific	§ Job Aid/Check List
§ Alerts	§ Audio Recordings	§ Augmented Reality	§ Decision Support
§ Survey	§ Video Recordings	§ Sensors	§ Coaching/Mentoring
§ Test	§ On-Demand Access	§ Simulation	§ Conferencing
§ Poll	§ Field Guide	§ Game-Based	§ Reminders
§ Feedback	§ Reference	Learning	§ Translation
§ Point-in-Time	§ Presentations	§ Reporting	§ Transcription
Status Check	§ Micro Learning	§ Capture/Share/Do	
	§ Assignments	cument	
	§ Updates		

Source: ADL Co-Lab Chart, 2010, conference flyer

Acquisition Knowledge Management System (AKMS)



DAP

AT&L knowledge repository – gateway to policy and DoD AT&L services (MOSS2007)



ACC

Collaborative arm of the AKMS. Hosts acquisition related Communities of Practice. (Ecco 2.0)



BPCh

Repository of validated practices and lessons learned. (MOSS2007)



Multimedia

Video and audio library. (Qumu)

Learning Management Systems

Atlas

Distance learning courses and continuous learning modules.

Blackboard

Classroom and online facilitation tools and content management.

24/7 access to Informal learning assets

**E
X
A
M
P
L
E
S**

AAP Q&A

Policies

Templates

Lessons learned

Handbooks

Guidebooks

COMMUNITIES OF PRACTICE

Best Practices

Guidance
Webcasts

Regulations

TOOLS

L
A
W
S

Videos
Audios

Classroom Material

Browseable
DL/CL courseware

Gaming Scenarios

Simulations

Beyond formal instructor led training -- users have access to informal online performance support, cohorts/experts, and learning assets through [Search](#), [ACQuipedia](#) articles, and [icatalog](#), – at their point and time of need.



Defense Acquisition Portal

Your One-Stop Source for Acquisition Information and Tools

 Search

- Home
- Acquisition Process
- Workforce
- Policy
- Communities of Practice
- Training and Education
- Industry



Acquisition Process News

DTM 09-027 Implementation of the Weapon Systems Acquisition Reform Act of 2...

<https://dap.dau.mil/> - 12/4/2009
 On 4 December Dr. Ashton Carter, Under Secretary of Defense for Acquisition, Technology and Logistics, signed the Directive-Type Memorandum (DTM) 09-27, for the implementation of the Weapons Systems Acquisition Reform Act of 2009. The DTM is available at....



Dr. Ashton B. Carter

GENERAL PETRAEUS SPEAKS ON THE ACQUISITION PROCESS

DAU Media Library - 9/18/2009
 In this online video, DAU President Frank Anderson discus....

Acquisition Security Policy Chart

The Office of the Director, Sy... - 8/17/2009
 The Systems Engineering Directorate within

AT&L - Acquisition Services and Systems

DAP Quick Links

Directory

DAP	DAU	ACC	BPCh	ACQuipedia	PM Toolkit
ACQuire	DAG	IFC	AAP	Media	Acker

CON 090 – FAR Fundamentals Course

Memorandum Endorsing Existence an...
 • AFI 63-125 "NUCLEAR CERTIFICATI...
 • Real Property and Installations Life...
 Date: 10/13/2009
 • NDAA Sec 801 (b) -Internal Controls...
 Publish Date: 9/18/2009

More... >>



er Gateways

Training a Connected workforce

- Engineering
- SPRDE - Science and Technology Management
- SPRDE - Systems Engineering
- Test and Evaluation

ortcuts

Statutory Law

12 – 15 Million Page Views per Month!



DAU-Nexus

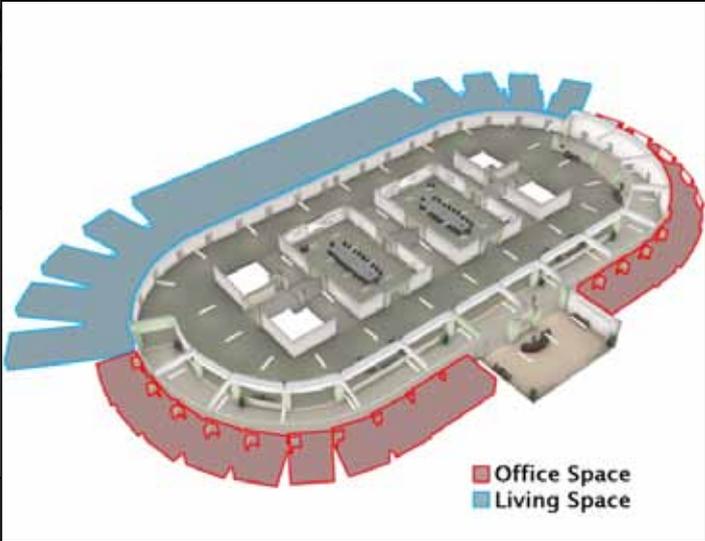
Web-based Virtual Classroom / Meeting Room



Classrooms

Meeting rooms

Conference rooms for coordination activities



Communities of Practice





Classroom

- Implement best practices
- Assess new classroom technologies (Games and Simulations)



Faculty Training

- Faculty Skills Training
- Piloting high tech courses



Virtual Worlds & Web 2.0

- Facilitate US Nexus
- Expand Web 2.0 usage



Knowledge Sharing

- Explore integration of new tools and technologies



Building on World Class Success!



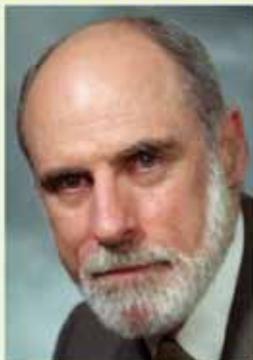
Join the Innovators at the **5th Annual Innovations in e-Learning Symposium**

June 3-5, 2009
at **George Mason University**
Fairfax, Virginia

Co-hosted by the Defense Acquisition University and George Mason University Instructional Technology Program



Will Wright is one of the gaming industry's most fertile minds and the creator of the groundbreaking *SimCity*, *The Sims*, and *Spore*.



Dr. Vint Cerf a foremost American computer scientist, is often called "The Father of the Internet."



Frank Anderson, Jr. is the President of the award-winning Defense Acquisition University.



Dr. Adrian Sannier is the Technology Officer for Arizona State University.

HALF-DAY WORKSHOPS

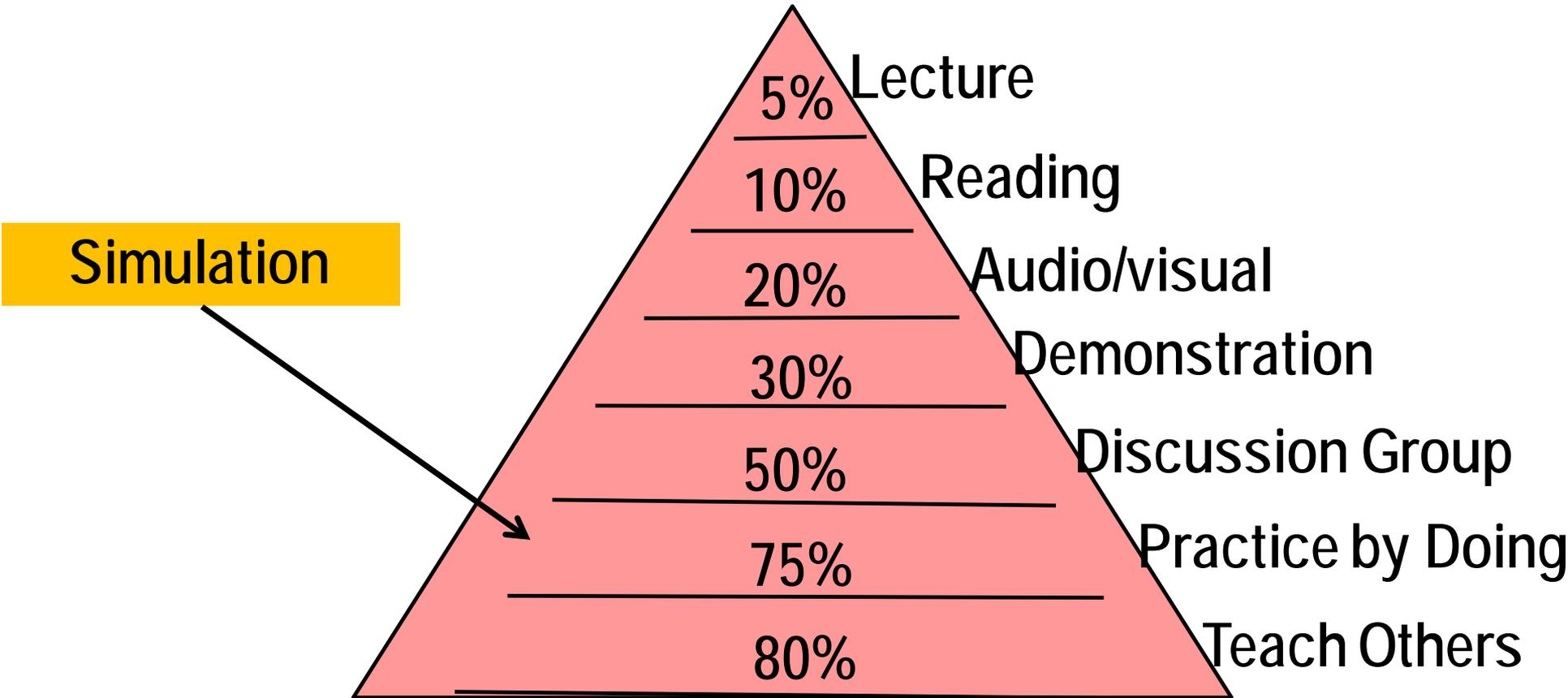
Virtual Collaboration – How to Do Gaming Design
Next Generation Learners – Hands-on Mobile Learning

Register Now at
<<http://innovationsinelearning.gmu.edu>>

NEW THIS YEAR!



How much did we learn today?



Source: National Training Laboratories

Questions?

Learning at the Point of Need



Global Learning and Technology Center

Chris.Hardy@dau.mil