

# CONTENTS

	Figures, Exhibits, and Key Takeaways	xi
	Foreword	xv
	Acknowledgments	xix
	Introduction	xxiii
<b>1</b>	<b>Defense Acquisition University</b>	<b>1</b>
	The Birth of DAU	2
	A Collection of Schoolhouses	3
	Redesigning and Retooling DAU	9
	Transformation Snapshot	12
	Today's DAU	14
<b>2</b>	<b>Organizational Alignment</b>	<b>21</b>
	Mission Focus	21
	Understanding Our Role	25
	The DAU Environment	30
	Aligning Upward	31
	Aligning Downward	40
<b>3</b>	<b>Seeking Solutions</b>	<b>51</b>
	Reading Materials	51
	Consultants	54
	Conferences and Symposia	59
	Benchmarking	63
	Strategic Partnerships	66
<b>4</b>	<b>Set the Direction</b>	<b>73</b>
	Get in the Game	73
	Strategic Planning	77

	A Living, Dynamic Process	83
	Early Victories	96
<b>5</b>	<b>Establish a Learning Architecture</b>	<b>107</b>
	Simple but Powerful	107
	The Performance Learning Model	110
	Implementing the PLM	124
	Optimizing the PLM	133
<b>6</b>	<b>Develop a Smart Evaluation Strategy</b>	<b>139</b>
	Why We Measure	140
	What We Measure	142
	How We Measure	150
	How We Use Data	164
<b>7</b>	<b>Never Stop Improving</b>	<b>173</b>
	More, Faster, Better	174
	Continual Improvement	175
	Sector Leadership	180
	Moving to the Future	185
<b>8</b>	<b>The Future</b>	<b>191</b>
	The Future Is Now	192
	Future Learning	200
	Intellectual Capital Valuation	206
	Appendix A: DAU Strategic Partners	211
	Appendix B: DAU Performance Plan	217
	Appendix C: DAU Annual Performance Report	227
	Appendix D: Example Award Application	259
	Index	267
	About the Authors	277

# FIGURES, EXHIBITS, AND KEY TAKEAWAYS

## FIGURES

1.1	Studies Have Led to Improvements in Training the DoD AT&L Workforce	7
1.2	Reaching the Workforce	13
1.3	DAU Regional Structure	17
1.4	Best of the Best	19
2.1	Our Stakeholders and Customers	33
2.2	DAU: Strategically Aligned	39
4.1	Education and Practitioner Training Are Fundamentally Different	74
4.2	The Two Functions of a Corporate University	78
4.3	GPRA Best Practice	81
4.4	Product Relationships	84
4.5	Strategic Plan Goals and Enabling Strategies	87
4.6	Strategic Goal 1—(Mission) Provide a Fully Integrated Powerful Learning Environment That Engages the Learner at the Point of Need	94
5.1	New Learning Construct (on a Napkin)	108
5.2	The Four Components of the PLM	111
5.3	AT&L Knowledge Sharing System (AKSS)	118
5.4	Acquisition Community Connection Webpage	120
5.5	Acker Library Webpage	121
5.6	Learning and Development Productivity	127

5.7	NT + OO = COO	137
6.1	The Two Functions of a Corporate University (revised)	143
6.2	What Do Training Departments Measure?	144
6.3	Measuring Course Quality	153
6.4	Strategic Goals: Organizational Performance Plan Dashboard and Measures	157
6.5	Performance Tasks and Performance Targets	158
6.6	Individual Performance Progress Display	159
6.7	From Disconnected Data to a Business Architecture	161
6.8	Product Relationships	165
6.9	Enterprise Performance Review and Analysis (EPRA)	167
6.10	Annual Performance Report (APR)	169
6.11	Page from the APR	170
6.12	Annual Report	171
7.1	If DAU Had Been Satisfied with Achievements in 2002	177
7.2	DAU Continual Improvement	179
7.3	Competition Tips and Techniques	186
7.4	Three-Step Leadership Visioning Process	187
8.1	U.S. Civilian Numeric Workforce Change, 2004–2014	195
8.2	College Graduates, 2005	198
8.3	Change in Bachelor’s Degrees	199

## EXHIBITS

3.1	DAU Reading List	52
3.2	Experts and Consultants That Have Helped Us over the Years	54
3.3	Association and Conference List	60

3.4	Organizations DAU Benchmarked Early in Transformation	65
3.5	Partial List of Strategic Partners	68

## KEY TAKEAWAYS

1	Key Takeaways for Understanding DAU and Our Transformation	20
2	Key Takeaways for Organizational Alignment	48
3	Key Takeaways for Seeking Solutions	70
4	Key Takeaways for Setting the Direction	104
5	Key Takeaways for Establishing a Learning Architecture	137
6	Key Takeaways for Developing a Smart Evaluation Strategy	171
7	Key Takeaways for Continual Improvement	190
8	Key Takeaways for the Future	210

