Team Software Process Symposium 2009

Keynote Address

The Honorable Claude M. Bolton, Jr., DSC
Executive In Residence
Defense Acquisition University
September 23, 2009
Trivia Question

Name the “King” who became President of the United States

(Hint: He was born in Nebraska)
The Answer

“KING”
Gerald R. Ford

Adopted: original name - Leslie King
Trivia Question

When was the last time that Department of Defense spending was 2% of our Nation’s Gross Domestic Product?

(Hint: Trick Question)
An Amazing Set of Facts

The Human Brain

- Computational Power: $10^{16}$ cycles per second
- Weight: 4 lbs.
- Volume: 0.06 cubic feet
How Many Watts Of Power Does The Human Brain Consume?
Bluegene Is The Most Powerful Supercomputer.

Computational Power = $10^{15}$ cycles per second
Weight = 100,000 lbs.
Volume = 5000 cubic feet

Power Required = 2,000,000 Watts

(Data provided by Lawrence Livermore National Laboratory)
Software…
A Key Element in Transforming the Force
Where Are We?

• Progress
  – Great Tools for the Soldier
  – Good Lines of Code

• Challenges
  – Tools Becoming Antiquated
  – Difficult to Keep Pace with Technology
Where Do We Go From Here?

How Do We Make Software Development Light-Years Better, Faster and Cheaper With 10% of the People, Time and Money?
FCS (BCT) System-of-Systems

Manned Systems
- Infantry Carrier Vehicle
- Mounted Combat System
- Non-Line of Sight Cannon
- Medical Evacuation Vehicle
- Command and Control Vehicle
- Recon and Surveillance Vehicle
- Non-Line of Sight Mortar
- FCS Recovery and Maintenance Vehicle
- Medical Treatment Vehicle

Unmanned Aerial Vehicles
- Class I
- Class II
- Class III
- Class IV
- ARV-A (L)
- Small (Manpackable) UGV
- Medical Treatment Vehicle
- ARV RSTA
- ARV Aslt
- NLOS LS
- Unattended Ground Sensors

Unattended Munitions
- ARV RSTA
- ARV Aslt
- ARV-A (L)
- Intelligent Munitions Systems
- Unattended Munitions

Unmanned Ground Vehicles
- MULE
- MULE (Transport
- Small (Manpackable) UGV
- Medical Treatment Vehicle
- Armed Robotic Vehicle (ARV)
- MULE
- Medical Treatment Vehicle
- Armed Robotic Vehicle (ARV)
### FCS Initial Software Breakdown

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Manned Ground Vehicles</strong></td>
<td>2.9%</td>
</tr>
<tr>
<td><strong>Unmanned Air Platforms</strong></td>
<td>0.6%</td>
</tr>
<tr>
<td><strong>Unmanned Ground</strong></td>
<td>1.0%</td>
</tr>
<tr>
<td><strong>Sensors and Fusion</strong></td>
<td>2.9%</td>
</tr>
<tr>
<td><strong>Autonomous Navigation</strong></td>
<td>0.8%</td>
</tr>
<tr>
<td><strong>Real Time/Embedded</strong></td>
<td>8.2%</td>
</tr>
<tr>
<td><strong>Command and Control</strong></td>
<td>4.5%</td>
</tr>
<tr>
<td>(includes (WMI))</td>
<td></td>
</tr>
<tr>
<td><strong>Communications and Network</strong></td>
<td>1.3%</td>
</tr>
<tr>
<td><strong>Management</strong></td>
<td></td>
</tr>
<tr>
<td><strong>SoS COE (DB/OS etc.)</strong></td>
<td>3.4%</td>
</tr>
<tr>
<td><strong>C2/Infrastructure</strong></td>
<td>9.2%</td>
</tr>
<tr>
<td><strong>Test/Simulation/Logistics</strong></td>
<td>5.1%</td>
</tr>
<tr>
<td><strong>Logistics</strong></td>
<td>1.7%</td>
</tr>
<tr>
<td><strong>Lab/Test Software</strong></td>
<td>0.4%</td>
</tr>
<tr>
<td><strong>Simulation/Training</strong></td>
<td>3.0%</td>
</tr>
</tbody>
</table>

**22.5M New and Pre-Existing SLOC**

**22.5M New and Pre-Existing SLOC**

- **High Complexity/Low Productivity**
- **Less Complexity/High Productivity**
What Does The Future Hold?

How Do We Acquire and Manage a Billion Lines of Code?
Ultra-Large-Scale (ULS) Systems

- DoD systems of the future will be ULS Systems - “Billion Lines of Code Systems” and more ...
- Socio-Technical EcoSystems that are a mixture of people and technology in balance
- New ways of thinking about such systems are needed
- The Army sponsored an SEI led multi-disciplinary team to search for answers beyond traditional engineering disciplines
  - The ULS Systems Research Agenda, completed 31 May 06, identified a roadmap for research necessary for meeting the Army’s future
Products May Differ, But . . .

Management 101 is still Management 101!
What Makes a Successful Program?
The “3 Rs”

1. Requirements
2. Resources
3. Right People
Trivia Question

When was the last time that Department of Defense spending was 2% of our Nation’s Gross Domestic Product?
The Answer

Never; Previously known as Department of War and Gross National Product.
National Defense As Percentage of GNP/GDP

Since 1900

Percentage

Year


Sources: DOC’s BEA Survey of Current Business, August 1998
OUSD(C) National Defense Budget Estimates for FY2000 (projections)
Conflicts with U.S. Involvement Since 1900

- World War I
- US troops sent to Cuba
- Marines intervene in Honduras
- World War II
- US troops sent to Nicaragua
- Berlin Airlift
- Korean War
- Marines land in Beirut
- U2 shot down over USSR
- Vietnam War
- Invasion of Grenada
- Libyan airstrike
- Intervention in Panama
- F-14s shoot down Libyan MIGs
- Failed Iranian hostage rescue
- Intervention in Somalia
- Intervention in Haiti
- Gulf War
- Bosnia peacekeeping operations
- Intervention in Kosovo
- Patrol Iraqi no-fly zones

Year:
- 1900
- 1905
- 1910
- 1915
- 1920
- 1925
- 1930
- 1935
- 1940
- 1945
- 1950
- 1955
- 1960
- 1965
- 1970
- 1975
- 1980
- 1985
- 1990
- 1995
- 2000
Question

How Do We Maintain A World Class Military On 2% GDP With A Hundred Years Of History Against Us?
Solution

We must change the way DoD does business

a.k.a - Acquisition & Logistics Excellence . . . Transformation
DAU Overview Briefing

Learn.

Perform.

Succeed.

Rev. Apr 09
“Big A – Little a”
One Process – One Team

CAPABILITY
NEED

RESOURCES

ACQUIRE
DEVELOP
CONTRACT
TEST
PRODUCE
FIELD

OPERATE/
SUSTAIN
UPGRADE/
MODERNIZE
FMS

RETIRE
DEMIL

acquisition

ACQUISITION

Doctrine, Organizations, Training, Leader Development, Materiel, Personnel, Facilities
What Makes a Successful Program?
The “3 Rs”

1. Requirements
2. Resources
3. Right People
What Makes a Successful Software Program?

The “3 Questions”

When shown software program metrics, ask:

1. What does it mean?
2. How do you know?
3. Show me.
What Makes a Successful Software Program?

The “3 Questions”

When shown software program metrics, ask:

1. What does it mean?
2. How do you know?
3. Show me.
What Makes a Successful Software Program?

The “3 Questions”

When shown software program metrics, ask:

1. What does it mean?
2. How do you know?
3. Show me.
What Makes a Successful Software Program?

The “3 Questions”

When shown software program metrics, ask:

1. What does it mean?
2. How do you know?
3. Show me.
YOU

Dedication Etched In Stone
Backup
Provide practitioner training, career management, & services to enable the AT&L community to make smart business decisions and deliver timely and affordable capabilities to the warfighter.

“This truck saved my life as well as 5 others 2 Apr 08 at 2300L in Basrah (Iraq)”
## Defense Acquisition Workforce

As of 30 Sep 08

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

As of 30 Sep 08
Improve the capacity & ability of the Federal acquisition workforce

Align with Senior Leadership

Robert Gates
SECDEF

William Lynn
DEPSECDEF

Hon. John J.
Young, Jr.
USD(AT&L)

Transform National Security Institutions

“Big A” Acquisition
Governance
Risk-based Source Selection
Time Certain Acquisition
Human Capital Strategy

Barack Obama
President

“Training is an essential to workforce development.”

Frank Anderson
President, DAU

William Lynn
DEPSECDEF

Robert Gates
SECDEF

Improve Total Force
Right Technology
Agile & timely procurement

Hon. John J.
Young, Jr.
USD(AT&L)

Strategic Thrust 3: Take care of our people
Organization Goal 1: High Performing, Agile and Ethical Workforce

“Big A” Acquisition
Governance
Risk-based Source Selection
Time Certain Acquisition
Human Capital Strategy

Frank Anderson
President, DAU

Barack Obama
President

“Training is an essential to workforce development.”
Located with our Customers

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

<table>
<thead>
<tr>
<th>Region</th>
<th>Location</th>
<th>Workforce</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital/Northeast</td>
<td>Fort Belvoir, VA</td>
<td>31,043</td>
</tr>
<tr>
<td>Mid-Atlantic</td>
<td>California, MD</td>
<td>22,332</td>
</tr>
<tr>
<td>Midwest</td>
<td>Kettering, OH</td>
<td>18,008</td>
</tr>
<tr>
<td>South</td>
<td>Huntsville, AL</td>
<td>27,252</td>
</tr>
<tr>
<td>West</td>
<td>San Diego, CA</td>
<td>24,415</td>
</tr>
</tbody>
</table>
24/7 Learning Assets for the Classroom and the Workplace

Knowledge Sharing
AKSS - Online access to acquisition regulations & tools
ACC - Online collaborative communities
Virtual Library - Online Connection to DAU research collection

Continuous Learning
CL Modules - Online, self-paced modules learning modules
Conferences - PEO / SYSCOM, Business Managers, DAU Acquisition Community Symposium

Training Courses
Classroom & online DAWIA Core, Core Plus, & Executive

Performance Support
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

AT&L Performance Learning Model
DAU Formal Training Courses

99 Courses
89 DAWIA & Core Plus Courses
23 Level I
54 Level II
12 Level III
10 Executive & Leadership Support

<table>
<thead>
<tr>
<th>Functional Area</th>
<th>BCEFM</th>
<th>CON</th>
<th>FE</th>
<th>IT</th>
<th>LOG</th>
<th>PM</th>
<th>PQM</th>
<th>Property</th>
<th>SPRDE</th>
<th>T&amp;E</th>
</tr>
</thead>
<tbody>
<tr>
<td># of Courses</td>
<td>16</td>
<td>23</td>
<td>1</td>
<td>6</td>
<td>10</td>
<td>13</td>
<td>8</td>
<td>3</td>
<td>6</td>
<td>3</td>
</tr>
</tbody>
</table>
Validation of DAU Learning Assets

Council on Occupational Education

American Council on Education

International Association for Continuing Education and Training

Six year re-affirmation of Accreditation
Unprecedented three commendations

College Credit Recommendations for Training Courses

Continuing Education Units (CEU) awarded for Training Courses
FY 09 Contracting Training

**Level I**
- **CON 100** Shaping Smart Business Arrangements
  - 20 hrs online
- **CON 110** Mission Support Planning
  - 23 hrs online
- **CON 112** Mission Performance Assessment
  - 14 hrs online
- **CON 111** Mission Planning Execution
  - 26 hrs online
- **CON 120** Mission Focused Contracting
  - 10 class days

**Level II**
- **ACQ 101** Fundamentals of Sys Acq Mgt
  - 25 hrs, online
- **CON 214** Business Decisions for Contracting
  - 40 hrs online
- **CON 215** Intermediate Contracting for Mission Support
  - Online + 8 class days
- **CON 216** Legal Considerations in Contracting
  - 40 hrs online
- **CON 217** Cost Analysis/Negotiations
  - 32 hrs online + 5 days CR
- **CON 218** Advanced Contracting for Mission Support
  - Online + 9.5 class days

**Level III**
- **ACQ 201A** Interim. Sys Acquisition
  - 35 hours, online
- **CON 353** Adv. Bus Solutions Mission Support
  - Online + 9.5 days classroom
- **1 CLM: Harvard Business Series**
- **CON 111** Mission Planning Execution
  - 26 hrs online
- **CON 110** Mission Support Planning
  - 23 hrs online
- **CON 120** Mission Focused Contracting
  - 10 class days

**Level I “Core Plus” Courses & CL Modules**
(See DAU catalog for details)

**Level II “Core Plus” Courses & CL Modules**
(See DAU catalog for details)

**Level III “Core Plus” Courses & CL Modules**
(See DAU catalog for details)

P = Prerequisite
FY 09 Program Management Training

**Level I**
- **ACQ 101**
  - Fundamentals of Systems Acquisition Management
  - 25 hrs, online

- **SYS 101**
  - Fundamentals of Systems Planning, Research, Development, & Engineering
  - 35 hrs, online

- **CLB 007**
- **CLB 016**

**Level II**
- **ACQ 201**
  - Intermediate Systems Acquisition Course
  - 36 hours online + 1 week classroom

- **CON 110**
  - Mission Support Planning
  - 23 hrs online

**Level III**
- **PMT 250**
  - Program Management Tools Course
  - 56 hours online + 4-day online collaborative phase

- **SAM 101**
  - Basic Software Acquisition Management

- **SYS 202**
  - Intermediate Systems Planning, Research, Development, & Engineering
  - 50 hours online + 5 weeks classroom

**PMT-401 and PMT-402 meet statutory requirement for PEO/ACAT I/II PM & Deputy PM (10 USC 1735)**

- **Level II “Core Plus” Courses & CL Modules**
  - (See DAU catalog)

- **Level III “Core Plus” Courses & CL Modules**
  - (See DAU catalog)

- **PMT 403**
  - Program Manager’s Skills Course
  - Highly Recommended for ACAT III PM & Deputy PM

**“Core Plus”**

**PEOs & ACAT I, II, III PMs, Dpty PMs & other senior acq mgs**

**Highly Recommended for ACAT III PM & Deputy PM**

---

**CLB 007**

**CLB 016**

**GS 9 – 13 & O3 - O4**

**GS 13 – 14 & O4 - O5**

**GS 5 – 9 & O1 - O3**
## Training Courses: Reaching the Workforce

As of 30 Sep 08

- Over 850,000 grads since FY99

### 77% of students now touched by e-learning

25% increase in graduates

<table>
<thead>
<tr>
<th>Year</th>
<th>Classroom</th>
<th>Web</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY99</td>
<td>29,031</td>
<td>9,589</td>
<td>38,620</td>
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<tr>
<td>FY00</td>
<td>28,859</td>
<td>13,380</td>
<td>42,239</td>
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<tr>
<td>FY01</td>
<td>25,489</td>
<td>21,031</td>
<td>46,520</td>
</tr>
<tr>
<td>FY02</td>
<td>24,368</td>
<td>36,117</td>
<td>60,485</td>
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<tr>
<td>FY03</td>
<td>28,192</td>
<td>43,649</td>
<td>71,841</td>
</tr>
<tr>
<td>FY04</td>
<td>29,684</td>
<td>58,290</td>
<td>87,974</td>
</tr>
<tr>
<td>FY05</td>
<td>34,587</td>
<td>75,079</td>
<td>109,666</td>
</tr>
<tr>
<td>FY06</td>
<td>35,697</td>
<td>77,582</td>
<td>113,279</td>
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<tr>
<td>FY07</td>
<td>33,191</td>
<td>90,600</td>
<td>123,791</td>
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<tr>
<td>FY08</td>
<td>35,861</td>
<td>118,391</td>
<td>154,252</td>
</tr>
</tbody>
</table>

Over 850,000 grads since FY99

As of 30 Sep 08
<table>
<thead>
<tr>
<th>Efforts</th>
<th>Hours</th>
<th>Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consulting</td>
<td>180</td>
<td>31,016</td>
</tr>
<tr>
<td>Targeted Training</td>
<td>196</td>
<td>384,138</td>
</tr>
<tr>
<td>Rapid Deployment Training</td>
<td>11</td>
<td>4,350</td>
</tr>
</tbody>
</table>

Action Learning in the Workplace
# Continuous Learning Center Growth

<table>
<thead>
<tr>
<th>Module Type</th>
<th>Count</th>
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</thead>
<tbody>
<tr>
<td>Business</td>
<td>14</td>
</tr>
<tr>
<td>Contracting</td>
<td>57</td>
</tr>
<tr>
<td>Engineering &amp; Technology</td>
<td>28</td>
</tr>
<tr>
<td>Government Purchase Card</td>
<td>3</td>
</tr>
<tr>
<td>International</td>
<td>6</td>
</tr>
<tr>
<td>Logistics</td>
<td>25</td>
</tr>
<tr>
<td>Acquisition Management &amp; Program Management</td>
<td>30</td>
</tr>
<tr>
<td>Standard Procurement System</td>
<td>2</td>
</tr>
<tr>
<td>Harvard Business Modules</td>
<td>83</td>
</tr>
</tbody>
</table>

### Modules Growth

- FY02: 33
- FY03: 54
- FY04: 74
- FY05: 98
- FY06: 157
- FY07: 235
- FY08: 248

### Graduates Growth

- FY02: 2,046
- FY03: 91,460
- FY04: 85,834
- FY05: 168,463
- FY06: 165,609
- FY07: 244,072
- FY08: 333,332

As of 30 Sep 08

**Browse for content or enroll to earn CLPs**
Acquisition Skills & Knowledge Sustainment

Acquisition Knowledge Management System

\[\text{AT&L Knowledge Sharing System} \]
- Searchable regulations & policies
- Ask-a-Professor
- Online workplace support tools
  - Integrated Framework Chart
  - Defense Acquisition Guidebook (DAG)

\[\text{Acquisition Community Connection} \]
- Functional Communities of Practice
- Special Interest Areas
- Collaborative environment connecting field practitioners and policy experts

**AKSS Statistics FY08**
- Weekly AKSS Avg Visits: 23,915
- Contact Hours: 429,351
- Page Views: 74M
- DAG Visits: 708,862

**ACC Statistics FY08**
- Registered Users: 53,942
- Contact Hours: 248,645
- Knowledge Contributions: 57,095
- Page Views: 36.7M
Applied Research Program

• Research is an underpinning of the Performance Learning Model -- used to develop knowledge assets
  – Curricula
  – Guidebooks
  – Performance Support
  – Communities of Practice

• Policy research to support AT&L priorities & initiatives

• Defense Acquisition Review Journal
  – Captures acquisition research, lessons learned/best practices, tutorials, expert opinion
  – Each issue is theme based. Examples:
    • “LEAN”
    • Performance Based Acquisition
    • Communities of Practice
    • System of Systems Acquisition

# Global Reach to Support Combatant Commands

## NORTHCOM

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<thead>
<tr>
<th></th>
<th>Foreign Students</th>
<th>U.S. Students</th>
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<tbody>
<tr>
<td>CL Grads</td>
<td>1410</td>
<td>313671</td>
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<tr>
<td>Classroom Grads</td>
<td>31</td>
<td>34892</td>
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<tr>
<td>DL Grads</td>
<td>173</td>
<td>115355</td>
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## SOUTHCOM

<table>
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<tr>
<th></th>
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<th>U.S. Students</th>
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</thead>
<tbody>
<tr>
<td>CL Grads</td>
<td>41</td>
<td>363</td>
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<tr>
<td>Classroom Grads</td>
<td>2</td>
<td>6</td>
</tr>
<tr>
<td>DL Grads</td>
<td>21</td>
<td>14</td>
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</table>

## EUCOM

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<tr>
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<th>U.S. Students</th>
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<tbody>
<tr>
<td>CL Grads</td>
<td>374</td>
<td>3810</td>
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<tr>
<td>Classroom Grads</td>
<td>29</td>
<td>197</td>
</tr>
<tr>
<td>DL Grads</td>
<td>91</td>
<td>542</td>
</tr>
</tbody>
</table>

## AFRICOM

<table>
<thead>
<tr>
<th></th>
<th>Foreign Students</th>
<th>U.S. Students</th>
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</thead>
<tbody>
<tr>
<td>CL Grads</td>
<td>7</td>
<td>58</td>
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<tr>
<td>Classroom Grads</td>
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</tr>
<tr>
<td>DL Grads</td>
<td>49</td>
<td>18</td>
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</tbody>
</table>

## CENTCOM

<table>
<thead>
<tr>
<th></th>
<th>Foreign Students</th>
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</thead>
<tbody>
<tr>
<td>CL Grads</td>
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<td>Classroom Grads</td>
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<tr>
<td>DL Grads</td>
<td>101</td>
<td>254</td>
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## PACOM

<table>
<thead>
<tr>
<th></th>
<th>Foreign Students</th>
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</thead>
<tbody>
<tr>
<td>CL Grads</td>
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<td>7933</td>
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<td>Classroom Grads</td>
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<tr>
<td>DL Grads</td>
<td>233</td>
<td>1213</td>
</tr>
</tbody>
</table>
DAU Strategic Partnerships

Over 130 colleges & Universities offer credit for DAU courses toward degrees / certificates

“Excelerate” Your Master’s Degree...
Through this program, partner universities are offering the AT&L workforce credit toward masters degrees for DAWIA Level II and III certification.

Impact: Saves time, tuition assistance dollars and out of pocket expenses

Learning assets at www.dau.mil

DAU Training & CL Courses
http://icatalog.dau.mil/onlinecatalog/courses.aspx

Performance Support

Acquisition Best Practices Clearinghouse
https://bpch.dau.mil/Pages/default.aspx

AT&L Knowledge Sharing System (AKSS)
https://akss.dau.mil/default.aspx

Acquisition Community Connection
https://acc.dau.mil/CommunityBrowser.aspx

DAU Acker Library
http://www.dau.mil/Library/
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...because of our outstanding faculty & staff