

Director, Acquisition Career Management Office



The Army DACM Office is responsible for talent management, career/leader development, Defense Acquisition Workforce Improvement Act certification, policy, and advocating for the professionals who are members of the Army Acquisition Workforce.

FROM THE DACM: ANSWERING THE CALL

Rob Richardson Jr., Director, Acquisition Career Management (DACM)



The Army Acquisition Workforce is prepared to provide support, stateside and globally.

Army Acquisition Workforce (AAW) professionals have the training, ethical foundation and discipline to support Soldiers in their success worldwide. Whether it's supporting operational missions or humanitarian efforts, our

acquisition workforce is prepared and ready to provide exceptional support whenever and wherever we are needed, both stateside and across the globe.

SUPPORTING GLOBAL EFFORTS

The acquisition professional is charged with the mission to cultivate innovation, design the impossible and provide Soldiers with what they need to be successful. In a workforce of approximately 33,500 Army acquisition professionals, each member supports the readiness of the Army's warfighter no matter the range of requirements for the mission. Our acquisition professionals have demonstrated their commitment to providing support whenever and wherever it's needed, often becoming a critical part of the success of many global operations and humanitarian efforts.

For over 18 months, our AAW professionals have voluntarily supported the efforts in Ukraine. The multibillion-dollar military aid packages included in this support have been delivered at unprecedented speeds, reassuring our nation's commitment to Ukraine's sovereignty. This support from the AAW is a prime example of the workforce's ability to pivot, for example, providing thousands of pieces of equipment to Ukraine and then replacing those items at a rapid pace. Our acquisition professionals also took this opportunity to learn from their work and incorporated those lessons into training that will support similar needs in the future.

Stateside, the U.S. Army Corps of Engineers (USACE) led the efforts in Baltimore, Maryland, after the collapse of the Francis Scott Key Bridge in March 2024. The team from the USACE, including acquisition professionals, responded immediately to restore safety in and out of the Port of Baltimore. From collecting critical data that would assist with future operations to structural engineer support and waterway debris management, the support from USACE has helped pave the way for the reconstruction and reopening of a vital port in the region, critical for transportation, businesses and network optimization.

Global efforts often require multimillion or multibillion dollar investments. The acquisition workforce professionals behind these efforts are coming to these projects with the credibility needed to ensure that the missions are not only executed successfully but that the overall mission can be held accountable to the American people. Having a disciplined and dependable workforce that is properly trained with the tools and critical thinking skills needed to succeed for these types of missions means they can bring a calm to the chaos that can be felt by the public when our service members are involved in global conflicts, such as that in Ukraine. It's vital to ensure transparency to the American people and that acquisition professionals are able to provide and maintain that level of accountability and showcase the results of these collective efforts.

Numerous acquisition professionals from the Army Materiel Command, Army Futures Command, USACE and our program executive offices have volunteered their skills and expertise to operations globally, many of which have become permanent support for forward operation bases. Efforts in Ukraine, supporting bases in Kuwait and delivering supplies to Gaza are just a few examples in which the AAW has helped the Army succeed in its mission around the world.

LEADING WITH DIGITAL TRANSFORMATION

In 2023, we began reskilling and upskilling the workforce through digital transformation initiatives that will



bring our acquisition professionals into the future with innovative thinking, modern software development and accelerated work systems that are critical to the success of our Soldiers against pacing threats. The training and credentialing we provide to the AAW has led to an adaptive workforce that can effectively support the Army's global efforts and forward operation bases as they change with the environment.

As we look towards the future with digital transformation at the forefront, the tools we are utilizing are evolving every day to help shorten work cycles and accelerate our capability to support operations abroad and in the continental United States. Partnerships with Udemy, enhanced credentials through the Defense Acquisition University and my office's MOREin'24 and Ignite 2025 campaigns are all examples of opportunities that have served as support for building a workforce that is capable and ready to take on any challenges the future may hold.

For example, by implementing new artificial intelligence (AI) tools, there's opportunity to use the technology to help craft request for proposals and solicitations, facilitate market research and any other tasks that can help contribute to and reduce acquisition lead time. A goal of the AAW is to create efficient systems that allow us to deliver kits to the Soldiers as soon as possible, and strategically using these tools will help achieve that.

While AI can help with the more advanced needs of the future, using technology and contracting opportunities to address basic needs also ensures that our workforce is supported globally—no matter the scope of their task. For example, implementing tools such as Microsoft Teams has drastically changed communication for the workforce compared to the technology that was available just a decade ago. Contracting and acquiring local support to provide fresh vegetables to workforce members deployed

overseas makes a difference in their day-to-day experience and is an example of a low-value dollar investment that leads to a high payoff.

Embracing the future through digital transformation and taking advantage of contracting opportunities provides the ability to quickly adapt to the wide range of needs of the globally engaged acquisition enterprise, including any and all humanitarian efforts. By combining digital tools and the exceptionally trained skills of an acquisition professional we'll not only be proactive and anticipate the needs of the Soldier, but we will also alleviate any strain on the industrial base that supports the material needs for high-intensity operations.

CONCLUSION

Around the world, acquisition professionals are applying their skills and expertise to solve the complex problems of today and prepare for tomorrow. In addition to working towards their required training, continuous learning and credentialing, members of the workforce have demonstrated their service to others by volunteering their time to critical missions and humanitarian efforts in the United States and abroad. The value each acquisition professional brings to their work every day is immeasurable to the success of these efforts.

I am incredibly proud of the work our acquisition professionals have accomplished globally, and I am committed to making sure that the AAW is armed with the tools, education and training opportunities needed for them to achieve even more success in the future. No matter the mission, we don't have to look too far to find people who are willing to put in the work. The workforce has proven time and time again that they are always ready to answer the call, and we can count on them to be deliberate and disciplined as adaptive and agile acquisition professionals.

GET CERTIFIED: DAWIA COMPLIANCE

DAWIA is the Defense Acquisition Workforce Improvement Act, a U.S. law requiring acquisition-coded DoD professionals to meet their position's training, education and experience requirements. DAWIA certification is a condition of employment for all Army Acquisition Workforce (AAW) professionals. AAW members can track and manage their certifications and certification applications through CAPPMIS, the Career Acquisition

Personnel and Position Management Information System, which serves as your acquisition career management portal.

If you are not yet certified, CAPPMIS will send an automated email message to the AAW member and their supervisor at the 18-, 12-, 6- and 3-month marks, prior to your grace period expiration date.



Be sure your current valid email address is up to date in CAPPMIS. The automated reminder also notes which Defense Acquisition University (DAU) training courses must be completed for your position certification requirement. The FY26 DAU training schedule will be released on July 17. You can apply to DAU Instructor-Led Training and Virtual Instructor-Led Training through the AITAS portal here.

To view your acquisition functional area's certification standards for DAWIA certification, refer to the red section titled "Core Certification Standards" at the links below:

Business Cost - Estimating	Practitioner and Advanced	
Business Financial Management	Practitioner and Advanced	
Contracting	Professional	
Engineering &Technical Management	Foundational and Practitioner	
Life Cycle Logistic	Foundational and Advanced	
Program Management	Practitioner and Advanced	
Test & Evaluation	Foundational and Practitioner	



TRAIN TODAY THROUGH ACQUISITION PRE-COMMAND COURSE (APCC)

Congratulations to those Officers and Civilians who completed the Army Acquisition Pre-Command Course May 2, 2025. The Army Acquisition Pre-Command Course (APCC) is designed to equip all centrally selected product managers and directors, contracting commanders, and acquisition directors preparing to assume command with knowledge and skills to effectively address a host of leadership challenges.

For more information visit The Army Acquisition School's page at https://asc.army.mil/web/taas/.



May 2, 2025, Acquisition Pre-Command Course cohort at the Pentagon Conference Center, Arlington, Virginia





CONGRATULATIONS TO DAU-SSCF CLASS OF 2025 GRADUATES



The 2024-2025 DAU SSCF cohort on a site visit at Picatinny Arsenal, New Jersey,

The Defense Acquisition University (DAU) Senior Service College Fellowship (SSCF) program's class of 2025 graduated on May 22! Twenty-seven graduates were honored in a virtual ceremony where speeches were given by Lt. Gen. Robert M. Collins, Principal Military Deputy to the ASA(ALT) and Director, Army Acquisition Corps; Army Director of Acquisition Career Management (DACM) Ronald (Rob) Richardson; and Carolyn Farmer, DAU-SSCF Class of 2025 Fellow. The graduates come from one virtual seminar and two in-person seminars in Huntsville, Alabama and Picatinny Arsenal, New Jersey. This is the nineteenth class to graduate from the DAU-SSCF program.





Participants from the 2024-2025 DAU-SSCF cohort visit SOFWERX in Tampa, Florida. SOFWERX is a public-private innovator of technology designs fusing academia, civilian companies and other nontraditional DoD partners who work on United States Special Operations Command's most challenging problems.



The 2024-2025 DAU SSCF cohort on site at Picatinny Arsenal, New Jersey



DAU-SSCF is a 10-month educational senior leadership development opportunity sponsored by the Army DACM. Open to civilian acquisition professionals in the grades of GS-14 and GS-15 (or equivalent broadband), DAU-SSCF provides leadership and acquisition training to prepare senior level civilians for leadership roles in program management and contracting, as well as other key acquisition leadership positions. More information is available at https://asc.army.mil/web/career-development/programs/defense-acquisition-university-senior-service-college/.





The 2024-2025 DAU-SSCF cohort steps out of the classroom on a site visit to the United States Military Academy at West Point, New York



HUNTSVILLE SEMINAR

Kerry Cain, DEVCOM, Aviation & Missile Center (AVMC) Adekunle Famodu, Program Executive Office (PEO) Missiles & Space (M&S)

Carolyn Vo Farmer, DEVCOM AVMC

Russell Fortenberry, PEO M&S

George Goodman, PEO Aviation (AVN)

Jeffrey Knight, Army Contracting Command - Redstone

Thomas LaFontaine, PEO M&S

George O'Boyle, PEO AVN

Jonathan Roop, Space & Missile Defense Command Karen Soto, PEO Intelligence, Electronic Warfare & Sensors (IEW&S)

PICATINNY SEMINAR

Manish Bhatt, Joint Program Executive Office (JPEO) Armaments & Ammunition (A&A) Meredith Carvalho, DEVCOM Armaments Center (AC) Ryan Johnson, JPEO A&A John Troup, JPEO A&A Elias Vainchenker, JPEO A&A James Witz, DEVCOM AC

VIRTUAL SEMINAR

Elizabeth Ashley, PEO Ground Combat Systems (GCS) Joshua Barker, Army Test and Evaluation Command Elizabeth Bledsoe, PEO IEW&S

Christopher Jais, PEO IEW&S

Manjiree Jalukar, PEO GCS

Marion Koreck, PEO Combat Support & Combat Service Support (CS&CSS)

Jillian McDonald, PEO GCS

Christopher O'Malley, DEVCOM Chemical Biological Center Kevin Ramey, PEO CS&CSS

Matthew Schumacher, PEO IEW&S

Kyle Tucker, PEO Command, Control, Communications & Network



Participants from the 2024-2025 DAU SSCF cohort met with leaders of the Army Director, Acquisition Career Management (DACM) Office at Defense Acquisition University in Huntsville, Alabama





Photo courtesy of Todd Mozes



Photo courtesy of Todd Mozes





Photo courtesy of Todd Mozes



Carolyn Farmer, DEVCOM AvMC, 2025 DAU-SSCF Huntsville seminar Fellow speaks at the graduation ceremony





Virtual Cohort of 2025 DAU-SSCF program graduates based in Warren, Mich.

CONGRATULATIONS TO THE CLASS OF 2025 GRADUATES!



CONGRATULATIONS TO THE AY 2025-2026 DAU-SSCF SELECTEES

Please join the DACM in congratulating the selectees for the academic year (AY) 2025-2026 Defense Acquisition University – Senior Service College Fellowship (DAU-SSCF) program.

Selectees for the AY 2025-2026 DAU-SSCF program are:

REDSTONE ARSENAL SEMINAR

- Paige Bridges, PEO M&S
- · Ronnie Buckner, PEO AVN
- · Katherine Fry, DEVCOM Aviation and Missile Center
- Spencer Guida, PEO AVN
- Kelsey Haynes, PEO M&S
- · Whitley Mann, Army Test and Evaluation Command
- · Leah McIntosh, DEVCOM AVMC
- Summer Wilson, Army Contracting Command Redstone Arsenal
- LeJeania Wood, Rapid Capabilities and Critical Technologies Office

VIRTUAL SEMINAR

- Renée Bober, Joint Program Executive Office (JPEO) Armaments & Ammunition
- Brian Gruchacz, JPEO Armaments & Ammunition
- Phillyp Lawson, JPEO Armaments & Ammunition
- Eric Hodges, PEO Ground Combat Systems
- · Amy Kozlowski, PEO Ground Combat Systems
- Phillyp Lawson, JPEO Armaments & Ammunition
- Lindsay Longobardi, JPEO Chemical, Biological, Radiological and Nuclear Defense
- Katherine Mangum, Assistant Secretary of the Army Acquisition Logistics and Technology
- Michael Payne, PEO Intelligence, Electronic Warfare & Sensor
- James Sawyer, Tank Automotive and Armaments Command
- Darin Stevens, PEO Simulation, Training & Instrumentation
- Donel Wanton Sr., PEO Intelligence, Electronic Warfare & Sensor

LEAD PROGRAM IS A GAME CHANGER FOR FUTURE ARMY LEADERS

By Danielle Bilotta

LaTrish M. Jones and Traci B. Williams were recently celebrated as graduates of the Year Group 2023 for the Leadership Excellence and Acquisition Development (LEAD) program. The LEAD program, run by the Army Director for Acquisition Career Management (DACM) Office, is a premier leadership development program that provides education, mentorship, development assignments, and more to build the skills required for positions of greater responsibility.

The virtual ceremony, hosted by LEAD program manager

Kim Gibbons, honored Jones and Williams for their successful completion of the program. The event was attended by the graduates and their families as well as distinguished guests who support the LEAD program and serve as mentors for the future leaders. The event began with opening remarks provided by Vicky DeGuzman, Chief of the Workforce Development and Engagement Division at the DACM Office, who congratulated Jones and Williams on their success and thanked them for their dedication to the program.





Ft. Belvoir, Va., Ms. Vicky DeGuzman, Division Chief, Development and Engagement, speaks to the Year Group 2023 LEAD graduates

"You both were selected because your organizations believed in you and felt you had the potential to go through an opportunity like this to continue to build and develop your leadership acumen," DeGuzman said. "Be proud of the efforts and the commitment that you've made to this program, which has culminated in bringing you here today."

The Year 2023 graduates spoke to the attendees about their time as fellows in the LEAD program, reflecting on the skills they've gained and the unique experiences they had throughout the two-year program. Jones acknowledged and thanked her supervisors, colleagues, mentors, and family for supporting her over the course of the LEAD program and believing in her potential as a future leader. "LEAD postured me for positions of greater responsibility," she said. "Today is a moment of reflection, pride, and deep gratitude as I transition from a LEAD fellow to a LEAD graduate."



LaTrish M. Jones and Traci B. Williams, graduating from the Year Group 2023 LEAD program

Jones spoke highly of the benefits of participating in the LEAD program such as the ability to design her own training schedule, engagement with senior leaders, and the opportunity to establish meaningful relationships. Williams described her participation in the LEAD program as a "game changer" and spoke about how the program gave her the tools to thrive in Army acquisition, helped expand her horizons, and gave her a deeper sense of purpose and responsibility. One of the most noteworthy parts of the LEAD program was the access to opportunities not offered elsewhere, such as sitting in on senior leadership meetings and gaining insight into critical decision making for the Army's future.

"These were not just quick exchanges or formal presentations. These were opportunities for candid, insightful conversations," she said. "Being in those rooms and speaking with those leaders has given me a deeper understanding of the broader strategic objectives that shape our day-to-day work in Army acquisition." Williams shared her gratitude for the people, experiences, and lessons that shaped her professional growth over the course of the LEAD program.

"I knew I would grow, but I didn't fully grasp how much it would accelerate my career, broaden my perspectives, and expand the scope of what I thought was possible"

Guest speaker Miranda Oden, Deputy Program Executive Officer (PEO) for Missiles and Space, addressed the graduates and attendees and spoke about the importance of the LEAD program, her time mentoring Jones and Williams, and her personal leadership philosophy. Oden applauded their commitment, candor, and courage to step out of their comfort zone to achieve their goals. In addition to the "nuggets of advice" shared by Oden, she reminded the graduates that it's okay to make mistakes and encouraged them to be the type of leader that they would want to follow.

"Ranks and titles are limited but the way you treat people is what they'll remember. People want leaders who demonstrate integrity and strive for greatness. But more importantly, they want leaders who genuinely care about them"



Ft. Belvoir, Va., Mr. Richardson, the Army DACM, speaks to the Year Group 2023 LEAD graduates



Before the graduate certificates were presented, Rob Richardson, the Army Director for Acquisition Career Management (DACM), honored the graduates and congratulated them for their success in the rigorous program. Richardson took a moment to praise the organizations that supported the graduates while they participated in the LEAD program, acknowledging that their teams recognized their potential and helped make it possible for them to take part in the prestigious program over the past two years.

"Now that you've completed the program, I encourage you to pay it forward," he said. "As you move through your career as a leader and a program manager, seek out those folks that are worthy of further development. The high performing hard chargers that you see as the future."

The program certificates were virtually presented to the graduates and accepted by Gibbons on behalf of Jones and Williams.

"This accomplishment places them among those with the highest potential within the Army Acquisition Workforce and represents a significant professional achievement as a leadership excellence and acquisition development graduate," Gibbons said. "We are proud of you and your accomplishments and congratulate you on your graduation today."

Read the full article online at: https://asc.army.mil/web/lead-program-is-a-game-changer-for-future-army-leaders/.

ADAPTIVE ACQUISITION FRAMEWORK (AAF) EVENT

Tune in to this important event!

On June 17, at 11:00 a.m. – 12:30 p.m. Eastern Time, DAU is hosting a web event "The Adaptive Acquisition Framework (AAF) – The State of Data Analytics and Acquisition Reporting".

If you are in the Business Cost-Estimating, Business Financial Management, or Program Management acquisition functional area, this event is for you! Mr. David Cadman, the Director, Acquisition Policy, and Innovation Office of the Principal Director, Defense Pricing, Contracting

and Acquisition Policy Office of the Under Secretary of Defense for Acquisition and Sustainment (USD(A&S)), will discuss the status of how DoD is doing in implementing the Adaptive Acquisition Framework and how we are using data analytics tools to make informed acquisition decisions and support acquisition reports to Congress. This is an opportunity for you to earn continuous learning points and gain important insight into what you need to know regarding using how to use the AAF effective and available data analytics tools available to you to inform your decision making. Use this link to register today!

SPOTLIGHT ON SUCCESS



Meet Byron Kight, an acquisition policy specialist with the Office of the Deputy Assistant Secretary of the Army Strategy and Acquisition Reform (ODASA(SAR)) in Arlington, Va. With over nine years as a member of the Army Acquisition Workforce (AAW), Byron recently graduated from the FY24 DoD Public Private Talent Experience (PPTE) program. DoD PPTE provides selected DoD acquisition workforce employees with the opportunity to obtain professional experience with industry by serving a sixmonth assignment at a private sector organization. PPTE promotes increased communication between government and industry, enables participants to gain a better understanding of industry's business operations and challenges, and facilitates the sharing of innovative best practices. Byron holds two DAWIA certifications; Practitioner level in Program Management (PM) and

Foundational level in Life Cycle Logistics and a bachelor's degree in business. He shared his PPTE experience and insights with us, let's have a look:



How do you think participating in this program helped or will help your acquisition career?

Anytime an acquisition professional is afforded the opportunity to participate in meaningful training environments, an instantaneous release of excitement and curiosity begins to challenge the status quo. Let's face it, due to past experiences we each maintain durable perceptions (of reality) responsible for shaping current beliefs. Participating in this program provided viable alternatives to my current beliefs, unreachable in Department of Defense spaces. From an acquisition perspective one must be flexible, adaptable and be more than ok with constant change. To truly thrive in an acquisition environment, change must remain constant. This program challenged me by hitting a reset button I didn't even know I had. This program equipped me with the innovation economy's perspective, drastically strengthening my ability to forward think, communicate and understand areas of digital engineering more effectively!



Did it make an immediate difference in how you approach your daily work interactions?

Oh, absolutely, without a doubt! There are several key policy initiatives here within ASA(ALT) that require an innovation economy perspective. Using the Adaptive Acquisition Framework (AAF) as an example, its purpose is to enable acquisition professionals to tailor acquisition strategies leading to the delivery of game-changing solutions more efficiently. Emerging tech is dynamic in nature and is undergoing a chaotic revolution. Army acquisition policies, including how critical information is disseminated, require consistent reform. The policies that become guidance must be relevant to how business is conducted within the innovation economy. Satisfying this will aid the enabling of greater success when utilizing the AAF. I am currently doing my best to consider this as our team manages the shaping Army acquisition policy.

Why did you choose to participate in this program?

I chose to participate because our society appears to be heading towards an artificial intelligence (AI) / machine learning (ML) revolution! Understanding that our Army stands to benefit immensely from the advancement of these technologies, they're not operationally (commonly) understood by those within the Army workforce. An effective way to immerse yourself in Al/ML, is to partner with the innovation economy. Across our Army, specifically the acquisition community, there's "dramatic wide-reaching change in the way things work or in people's ideas about it.".

Since much of this change is being initiated by the innovation economy, it's critical to experience the socialization and development of this technology from their perspective. I'm choosing to do my part to make certain that as the Army partners develop gamechanging technology, acquisition professionals can contribute without the haziness of poor communication and/or lack of understanding.



Do you have a specific activity, lesson learned or key takeaway that particularly resonated with you? Why?

Yes, a key takeaway. I thought it was imperative to better understand the challenges faced by a segment of the innovation economy not accustomed to supporting DoD, specifically the Army. Within the digital engineering landscape, there's tremendous value for our Army for those willing to partner with companies that do not view us as an attractive venture. Over the next 15-20 years, or so, opportunities will continue to flourish. To take full advantage of what the innovation economy has to offer, here are a few of questions we may want to ask ourselves when engaging with emerging tech: Are we attracting companies that are truly innovative? How significant is past performance when the tech is brand new (Al/ML)? Are our requirements clear and concise to those we're offering these opportunities to?





When you hear the phrase 'lead by example', is there a particular time in your professional life in which this idea loudly resonated?

Yes, absolutely! As I (approach) my 15th year as a Dept of the Army civilian, there have been several instances throughout my career where leading by example has loudly resonated. Most recently, since early 2019, I've had the absolute privilege of serving within HQDA as part of ASA(ALT). Just to name a few examples of stellar leadership, we've collectively spearheaded rapid COVID-19 responses, provided key capabilities to support Ukraine's most urgent battlefield needs and acquired overmatched material (capabilities) for the delivery of modernization efforts to the warfighter. ASA(ALT) [which also] includes our PEOs/JPEOs, has this culture of leadership at all levels, which is truly inspiring!

How did what you learned in the program prepare you to be a more successful leader?

In many ways successful leadership hinges on one's ability to continuously see and hear a variety of active leadership styles in different environments. In other words, one must try to remain near admirable leaders performing in different places under different circumstances. Huron's Public Sector Team, via the PPTE, afforded me a rare opportunity to be a part of an uncommon brand of leadership, coaching leadership. Coming from a bureaucratic style of leadership, I learned how to better recognize talent, motivations, take the long-term view, actively listen, emphasize team performance, and encourage collaboration. I'm positioned to be a more successful leader because I'm better able to recognize the importance of making connections while establishing an empowered confident team.

Open to GS-12 through GS-15/equivalent payband civilian Army Acquisition Workforce members and some DoD Science and Technology Reinvention Laboratories (STRLs) employees, PPTE participants are provided a chance to broaden their career through hands-on experience with private industry partners. PPTE typically opens for applications in the fall of each year. For more details, go to https://asc.army.mil/web/career-development/programs/dod-ppte/





DACM PROGRAM ANNOUNCEMENT REMINDER **KEY DATES**

Open 21 May	Inspiring and Developing Excellence in	Closes Aug. 1	GS-12 and GS-13/equivalent
	Acquisition Leaders (IDEAL)		AAW civilians
Open June 2	2025 Army Acquisition Executive	Closes July 25	
	Excellence in Leadership Awards		
Open June 3	Acquisition Tuition Assistance Program	Closes July 15	AAW Civilians, AAW Military
	(ATAP)		(MOS 51C and NCOs), and DoD STRLs
Open June TBD	Training With Industry (TWI)	Closes Aug TBD	FA51 Acquisition Officers
Open July 17	FY26 DAU training schedule is released	NA	Military, DoD Civilians,
	and open for applications		Contractors



For more info, historical facts, and Army birthday-related events, visit https://www.army.mil/1775/.