

Fiscal Year (FY) 2007 Budget Estimates
Defense Acquisition University (DAU)



February 2006

(This page intentionally left blank.)

DEFENSE ACQUISITION UNIVERSITY
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2007 Budget Estimates

Operation and Maintenance, Defense-Wide Summary (\$ in thousands)

Budget Activity (BA) #3: Training

	FY 2005 <u>Actuals</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2006 <u>Estimate</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2007 <u>Estimate</u>
DAU	103,421	2,859	-1,579	104,701	2,379	-2,409	104,671

* The FY 2005 actual column and the FY 2006 estimate column contain no supplemental funding.

I. Description of Operations Financed:

The Defense Acquisition University (DAU) is a government "corporate" university of the Department of Defense, Office of the Under Secretary of Defense (Acquisition, Technology, and Logistics) (DoD USD (AT&L)). To accomplish its mission of *providing practitioner training and services* to over 134,000 Department of Defense employees across 15 career fields, DAU provides a full range of certification training required for advancement, assignment-specific training, performance support, continuous learning opportunities, and knowledge sharing. In addition, DAU provides travel funds to the Service students to cover travel and per diem costs for the personnel that are brought to the various DAU campuses to be trained.

Established on August 1, 1992, the DAU is authorized by Title 10, United States Code 1746 and is chartered by Department of Defense Directive 5000.57. DAU maintains a headquarters staff for centralized academic oversight, a robust curriculum development center, and an e-learning and technology development directorate at Fort Belvoir, Virginia. In addition, DAU has five regional campuses strategically located where there is a high concentration of DoD AT&L workforce members.

DEFENSE ACQUISITION UNIVERSITY
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2007 Budget Estimates

I. Description of Operations Financed: (Continued)

- **West** - San Diego, California (serves workforce of 26,000)
- **Midwest** - Wright Patterson Air Force Base, Ohio (serves workforce of 20,000)
- **South** - Huntsville, Alabama (serves workforce of 27,000)
- **Mid-Atlantic** - Patuxent River, Maryland (serves workforce of 23,000)
- **Capital and Northeast** - Fort Belvoir, Virginia (serves workforce of 37,000).
The DSMC-School of Program Managers for executive and international training is also at Fort Belvoir.

DAU's products and services include more than training. To meet all its learning and development requirements, DAU created an overarching learning strategy, the **Performance Learning Model (PLM)** that promotes career-long learning and achievement. The PLM includes four main thrusts:

- Certification and assignment-specific training through resident training, hybrid, and distance learning courses
- Continuous learning through DAU's continuous learning modules
- Performance support through consulting, rapid deployment training, and targeted training
- Knowledge sharing through the AT&L Knowledge Sharing System (AKSS) and Acquisition Community Connection (Communities of Practice).

By developing and adopting this new learning strategy, DAU rapidly changed the traditional training paradigm of instruction limited to the classroom, to one that provides learning solutions 24 hours a day, seven days a week - the concept of anytime,

DEFENSE ACQUISITION UNIVERSITY
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2007 Budget Estimates

I. Description of Operations Financed: (Continued)

anywhere learning. With implementation of the PLM, the 134,000 workforce members now have more control over their career-long learning opportunities.

DAU strives to provide its customers with relevant learning solutions, a responsive faculty and staff, and a continuous connection to the broader AT&L community. Feedback and evaluation are imperative to becoming a "premier corporate university." DAU established robust evaluation and feedback mechanisms for each product and service to ensure DAU meets the community's needs. DAU carefully analyzes comments and results and makes timely, effective enhancements to the learning solutions.

AT&L Performance Learning Model (PLM):

The centerpiece of the DAU experience is the AT&L Performance Learning Model. This learning and development strategy provides each member of the AT&L Workforce with more control over his or her career-long learning opportunities. The PLM extends the learning experience from traditional classroom instruction to a variety of learning solutions that are available anytime, anywhere.

The four **PLM components include:**

- **Training** through web-enabled, hybrid, and classroom courses that include case-based instruction aimed at developing critical thinks.
 - **Training Courses: Certification, Assignment-specific, Executive and International:** DAU delivers more than 1,200 course offerings per year in a

DEFENSE ACQUISITION UNIVERSITY
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2007 Budget Estimates

I. Description of Operations Financed: (Continued)

classroom setting at one of our five regional campuses, ten satellite locations, or via the internet. Courses are also taught at customer sites. At the end of each course, DAU surveys students on several aspects of the course including course content, course work, faculty, and job applicability. For in-resident course, students take the survey on-line while they are still in the classroom. For distance learning courses, students must answer the survey before they can print the course completion certificate. Faculty members and course managers have full access to the results for their courses. Both faculty and course managers review results and work to address shortfalls. For selected courses, DAU e-mails follow-up surveys to students and their managers after 60 days. For some courses, DAU tries to determine the impact of the training on the organization after six months.

- **Continuous Learning** with self-paced, relevant training modules, available 24/7, to help meet continuous learning requirements and improve job performance;
 - **Continuous Learning Modules.** Our Continuous Learning Center (CLC) contains self-paced continuous learning modules that are available 24/7 to help meet continuous learning requirements and improve job performance. A course feedback survey is at the end of each DAU-developed Continuous Learning Module. Students must complete this survey before they receive their completion certificated. Course owners incorporate course improvements based on review of the survey results. Non-course comments or site specific technical questions about the CLC are e-mailed to our help desk.

DEFENSE ACQUISITION UNIVERSITY
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2007 Budget Estimates

I. Description of Operations Financed: (Continued)

- **Performance Support** with rapidly delivered business solutions offered to students and their organizations supplementing the classroom experience through on-site consulting, targeted train, and rapid deployment training;
 - **Consulting, Targeted Training, and Rapid Deployment Training.** DAU provides performance support services to DoD and other government agencies to help them resolve individual projects and agency-level acquisition problems. DAU also provides immediate training on new policy initiatives. At the end of each consulting effort, the customer is asked to provide feedback. Following each targeted training event, students respond to an on-line course survey similar to the one used for certification and assignment-specific courses. DAU incorporates course improvements for both consulting and targeted training efforts.
- **Knowledge Sharing** through the AT&L Knowledge Sharing System and the Acquisition Community Connection connect with experts, peers, and technical resources.
 - **AT&L Knowledge sharing System, Acquisition Community Connection, and Virtual Library.** DAU hosts the AT&L Knowledge Sharing System (AKSS) and the Acquisition Community Connection (ACC). AKSS is the central gateway for all AT&L resources and information. ACC is the collaborative arm of AKSS with a variety of knowledge communities of practice. Users of DAU's knowledge sharing systems are asked to provide feedback through on-line comment areas. On the AKSS homepage, they can just click the "we want your feedback - again" button. Users of the ACC can provide feedback through the "contact us" link. DAU reviews comments weekly and incorporates improvements and suggestions as appropriate.

DEFENSE ACQUISITION UNIVERSITY
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2007 Budget Estimates

I. Description of Operations Financed: (Continued)

Building Compelling Evidence of Results for Our Stakeholders.

DAU has successfully met its challenge of serving significantly increasing numbers of students with no real increase in budget by improving in many areas. Since 1998, DAU increased students trained from 33,000 to 109,000 per year while reducing the faculty/staff from 643 to 540 and student travel costs from \$31M to \$17M per year. In FY 2005, the average cost per student is \$944, decline of 42% from 1998 which yields over \$50 million in projected cost avoidances over the next five years. This has allowed reprioritization of resources into e-learning initiatives, curricula modernization, and other greater initiatives. DAU's current faculty receives high marks from students and their supervisors Sven as cost per student has dropped dramatically. Along with our sector leadership recognition as a best-in-class corporate university (listed below), this provides stakeholders with compelling evidence that DAU has a considerable value-added contribution to the overall all mission of the organization:

2002 - Corporate University Best-in-Class (CUBIC) Awards

- Leader of the Year
- Best Overall Corporate University
- Best Virtual Corporate University / Best Use of Technology
- Runner-up Most Innovative Corporate University

2003 - Gold medal winner of Brandon Hall Best Practices for e-Learning

2003 and 2004 - Winner of the American Society of Training and Development BEST Award

(2004 1st place among 83 organization world-wide)

2003 - Winner of Corporate University Xchange Excellence Award for Measurement

2003 - Selected in Training Magazine Top 100

2004 - Selected by CLO Magazine for Two Best Practices

2004 - Chief Learning Officer of the Year by CLO Magazine

DEFENSE ACQUISITION UNIVERSITY
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2007 Budget Estimates

I. Description of Operations Financed: (Continued)

2005 - Top Leadership Development Program in Government from Executive Excellence Publishing

2005 - U.S. Distance Learning Award Winner from USDLA

DAU is also accredited by the Council on Occupational Education and has been featured in major magazines.

II Force Structure: N/A

III. Financial Summary (\$ in Thousands)

A. Budget Activity (BA) 3	FY 2005 Actuals	Budget Request	FY 2006			Current Estimate	FY 2007 Estimate
			Congressional Action				
			Amount	Percent	Appropriated		
Training							
Professional Development	103,421	105,601	-1,749	-1.7	103,852	104,701	104,671
Total	103,421	105,601	-1,749	-1.7	103,852	104,701	104,671

* The FY 2005 actual column and the FY 2006 estimate column contain no supplemental funding.

DEFENSE ACQUISITION UNIVERSITY
 Operation and Maintenance, Defense-Wide
 Fiscal Year (FY) 2007 Budget Estimates

III. Financial Summary (\$ in Thousands):

<u>B. Reconciliation Summary</u>	<u>Change</u> <u>FY 2006/FY 2006</u>	<u>Change</u> <u>FY 2006/FY 2007</u>
Baseline Funding	105,601	104,701
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)- Unobligated Balances	-199	
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-1,493	
Congressional Earmarks	-57	
Subtotal Appropriated Amount	103,852	
Fact-of-Life Changes (CY to CY Only)		
Subtotal Baseline Funding	103,852	104,701
Anticipated Supplemental Reprogrammings		
Price Changes		2,379
Functional Transfers	849	
Program Changes		-2,409
Current Estimate	104,701	104,671
Less: Wartime Supplemental		
Normalized Current Estimate	104,701	104,671

DEFENSE ACQUISITION UNIVERSITY
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2007 Budget Estimates

III. Financial Summary (\$ in Thousands):

<u>C. Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2006 President's Budget Request (Amended, if applicable)		\$105,601
1. Congressional Adjustments		-1,749
a. Distributed Adjustments		
b. Undistributed Adjustments - Unobligated Balances	-199	
c. Adjustments to meet Congressional Intent		
d. General Provisions	-1,493	
1) Sec 8087 - Advisory and Assistance Services	-199	
2) Sec 8125 - Economic Assumptions	-166	
3) Sec 8109 - Excessive Growth in Travel and Transportation	-78	
4) 1 percent Rescission	-1,050	
e. Congressional Earmarks - Indian Lands Environmental Impact	-57	
FY 2006 Appropriated Amount		\$103,852
2. War-Related and Disaster Supplemental Appropriations		
3. Fact of Life Changes		
a. Functional Transfers		849
1) Transfers In		
a. DoD Defense Acquisition Career Manager (DACM) transfers from DLA to DAU. Includes two civilian billets and associated labor and non-labor funding.	849	
FY 2006 Baseline Funding		\$104,701
4. Reprogrammings (requiring 1415 Actions)		
Revised FY 2006 Estimate		\$104,701

DEFENSE ACQUISITION UNIVERSITY
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2007 Budget Estimates

III. Financial Summary (\$ in Thousands):

<u>C. Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings, Iraq Freedom Fund Transfers		
FY 2006 Normalized Current Estimate		\$104,701
6. Price Change		2,379
7. Functional Transfers		
8. Program Increases		52
a. Annualization of New FY 2006 Program		
b. One-Time FY 2007 Increases		
c. Program Growth in FY 2007: Supplies deferred from FY06 to support approved Military to Civilian conversions (FY 2006 Baseline: \$1,673 thousand)	52	
9. Program Decreases		-2,461
a. Annualization of FY 2006 Program Decreases		
b. One-Time FY 2006 Increases		
c. Program Decreases in FY 2007	-2,461	
1) Student and DAU faculty/staff travel (FY 2006 Baseline: \$18,748 thousand)	-1,000	
2) Contract Services due to slight decrease in number of course offerings (FY 2006 Baseline: \$20,662)	-1,461	
FY 2007 Budget Request		\$104,671

DEFENSE ACQUISITION UNIVERSITY
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2007 Budget Estimates

IV. Performance Criteria and Evaluation Summary:

Evaluation is an important part of ensuring quality and mission success. DAU uses several methods to link and assess the impact of learning on individual and organizational performance. DAU uses the results of its evaluation program to improve faculty performance, delivery, facilities, content, curricula, relevance to the job, applicability, and impact on the organization. Evaluation data, comparatives, benchmarking, and trends are also a key element in DAU's overall performance measurement program. DAU evaluates all of its products and services to over 90,000 graduates per year. It is vital to show substantial evidence of "value-added contributions" to our stakeholders.

Each quarter during the Enterprise Performance Review and Analysis (EPRA), DAU reviews the quarter's performance and progress for all performance targets and selected operational metrics. At the end of the year, an enterprise-wide program review is conducted during the last quarter's EPRA and management decisions are made in regard to past performance in regard to next year annual performance plan and program funding and continuance.

Improvements brought about by the management processes implemented above yield the timely and reliable financial management data necessary to achieve the remarkable results DAU has achieved. As a result, management decisions are made based on in the context of past results and resources are allocated as appropriate. Specifics: Tracking and reporting macro models, comparative analyses and benchmarking by other organizations and internally comparing courses, regions, faculty, delivery methods, and environments.

DEFENSE ACQUISITION UNIVERSITY
 Operation and Maintenance, Defense-Wide
 Fiscal Year (FY) 2007 Budget Estimates

IV. Performance Criteria and Evaluation Summary:

	<u>Actual</u> FY 2005	<u>Workload</u> Estimate FY 2006	<u>Workload</u> Estimate FY 2007
Number of Offerings			
Resident	893	926	918
On-Site	414	321	321
Web-based	437	404	348
Total	1,744	1,651	1,587
Number of Students Trained			
Army	32,025	32,993	34,640
Navy	28,352	29,320	30,790
Air Force	25,233	26,201	27,510
DoD	12,669	13,637	14,320
Other	11,387	12,355	12,970
Total	109,666	114,506	120,230
Budget Activity #3:			
Training	\$103,421K	\$104,701K	\$104,671K
Avg Cost per Student	\$944	\$914	\$871

DEFENSE ACQUISITION UNIVERSITY
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2007 Budget Estimates

V. Personnel Summary:

	<u>FY 2005</u>	<u>FY 2006</u>	<u>FY 2007</u>	<u>Change</u> <u>FY 2005/</u> <u>FY 2006</u>	<u>Change</u> <u>FY 2006/</u> <u>FY 2007</u>
<u>Active Military End Strength (E/S) (Total)</u>	84	103	103	+19	-
Officer	53	66	66	+13	-
Enlisted	31	37	37	+6	-
 <u>Civilian End Strength (Total)</u>					
U.S. Direct Hire	419	441	441	+22	-
 <u>Active Military Average Strength (A/S) (Total)</u>	84	103	103	+19	-
Officer	53	66	66	+13	-
Enlisted	31	37	37	+6	-
 <u>Civilian FTEs (Total)</u>					
U.S. Direct Hire	414	437	437	+23	-
Memo: Military Technician Included	-	-	-	-	-
Memo: Reimbursable Civilians Included	-	-	-	-	-
Average Annual Civilian Salary	\$115,220	\$121,002	\$123,936	+5,782	+\$2,934

DEFENSE ACQUISITION UNIVERSITY
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2007 Budget Estimates

VI. OP 32 Line Items as Applicable (Dollars in Thousands):

	FY 2005 Actual	Change from <u>FY 2005 to FY 2006</u>		FY 2006 Estimate	Change from <u>FY 2006 to FY 2007</u>		FY 2007 Estimate
		Price Growth	Program Growth		Price Growth	Program Growth	
101 Exec, Gen and Special Schedule	47,292	1,513	3,652	52,457	1,272		53,729
103 Wage Board	409	13	-1	421	10		431
199 TOTAL CIV PERS COMPENSATION	47,701	1,526	3,651	52,878	1,282		54,160
308 Travel of Persons	20,943	503	-2,698	18,748	412	-1,000	18,160
399 TOTAL TRAVEL	20,943	503	-2,698	18,748	412	-1,000	18,160
633 Defense Publication and Printing Svc	1,612	39		1,651	36		1,687
699 TOTAL PRINTING & PUBLICATION SVCS	1,612	39		1,651	36		1,687
912 Rental Payment to GSA (SLUC)	1,640	34		1,674	35		1,709
914 Purchased Communications (non IF)	427	10		437	10		447
915 Rents (non GSA)	104	2		106	2		108
920 Supplies and Materials (non SF)	1,684	40	-51	1,673	37	52	1,762
922 Equipment Maintenance by Contract	690	17		707	16		723
923 Facilities Maintenance by Contract	3,214	77	-900	2,391	53		2,444
925 Equipment Purchases (non SF)	3,493	84		3,577	79		3,656
932 Mgt and Prof. Support Services	65	2		67	1		68
933 Studies, Analyses, and Evaluations	1,318	32	-1,220	130	3		133
989 Other Contracts	20,530	493	-361	20,662	413	-1,461	19,614
999 TOTAL OTHER PURCHASES	33,165	791	-2,532	31,424	649	-1,409	30,664
9999 TOTAL	103,421	2,859	-1,579	104,701	2,379	-2,409	104,671