

Fiscal Year 2010 Budget Estimates Defense Acquisition University



May 2009

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DEFENSE ACQUISITION UNIVERSITY
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2010 President's Budget

Operation and Maintenance, Defense-Wide Summary (\$ in thousands)
Budget Activity 3: Recruitment and Training

	<u>FY 2008</u> <u>Actuals</u>	<u>Price</u> <u>Change</u>	<u>Program</u> <u>Change</u>	<u>FY 2009</u> <u>Estimate</u>	<u>Price</u> <u>Change</u>	<u>Program</u> <u>Change</u>	<u>FY 2010</u> <u>Estimate</u>
DAU	104,844	2,711	8,589	116,144	2,317	-2,964	115,497

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 125,000 Department of Defense acquisition employees across 13 career fields, DAU provides a full range of certification training (required for over 125,000 to qualify for advancement), tailored training, consulting, continuous learning opportunities, and knowledge sharing, and research. The DAU provides travel and per diem funding for Service and other Department of Defense students to attend courses at the various DAU campuses. The University is recognized nationally as a "Best in Class" corporate university with numerous awards. The DAU continues to provide increased training opportunities for the Defense Acquisition Workforce with an average annual growth in students trained of 17 percent between FY 2003 and FY 2008 while incrementally reducing the cost per student over the same period. The Council on Occupational Education, a national institutional accrediting agency, accredits DAU.

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

DEFENSE ACQUISITION UNIVERSITY
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2010 President's Budget

I. Description of Operations Financed: (continued)

- Certification and tailored 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; and
- Knowledge sharing through the AT&L Knowledge Sharing System (AKSS) and Acquisition Community Connection (Communities of Practice).

The DAU continues to evolve this new learning strategy, rapidly changing the traditional training paradigm of classroom instruction to one that provides the right training at the right time through 24/7 learning solutions . With implementation of the PLM, workforce members now have more control over their career-long learning opportunities.

The DAU provides customers with relevant learning solutions, a responsive faculty and staff, and a continuous connection to the broader AT&L community. To ensure DAU meets its customers' needs, DAU established robust evaluation and feedback mechanisms for each of its products and services. The DAU carefully analyzes comments and results to make timely, effective enhancements to its learning solutions. The DAU uses several methods to assess the learning impact on individual and organizational performance. The evaluation results help improve faculty performance, delivery, facilities, content, curricula, relevance to the job, and impact on the organization. Evaluation data, comparatives, benchmarking, and trends are also a key element in DAU's overall performance measurement program.

Tri-annually during the Enterprise Performance Review and Analysis (EPRA), DAU reviews the performance and progress for all performance targets and selected operational metrics. Leaders conduct a yearend enterprise-wide program review during the last

DEFENSE ACQUISITION UNIVERSITY
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2010 President's Budget

I. Description of Operations Financed: (continued)

trimester and make decisions concerning past performance and next year's annual performance plan and program funding. Improvements yield the timely and reliable financial management data necessary to achieve the remarkable results DAU has achieved. As a result, DAU leaders make informed management decisions by weighing past results and allocate future resources appropriately.

AT&L Performance Learning Model (PLM):

Certification and Assignment-Specific Training: The DAU offers more than 100 certification and executive/leadership support courses (1,600 offerings per year) spanning 13 career fields, using an appropriate mix of classroom, web-based, and hybrid offerings. Students can take many of their courses online, reducing their time away from the job and home and avoiding travel costs. The DAU provided 5.3 million hours of classroom and online training in FY 2008.

Continuous Learning Center (CLC): Members of the workforce must have 80 continuous learning points every two years. The CLC contains over 200 self-paced continuous learning modules online available 24/7 to meet continuous learning requirements and improve job performance. The DAU provided 1.2 million hours of continuous learning in FY 2008.

Performance Support: Consulting, Targeted Training, and Rapid Deployment Training: The DAU provides immediate training on new policy initiatives and performance support services to help resolve individual project and agency-level acquisition problems. At the end of each consulting effort, the customer provides feedback. Following each targeted training event, students respond to an online survey similar to the one used for DAU certification and assignment-specific courses. The DAU reviews the results for both consulting and targeted training efforts and incorporates improvements. In FY 2008, DAU provided 180 performance support efforts, totaling over 31,000 hours working with

DEFENSE ACQUISITION UNIVERSITY
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2010 President's Budget

I. Description of Operations Financed: (continued)

customers in their workplaces; 196 targeted/tailored training events for 384,138 contact hours (58 courses available).

Knowledge Sharing: AT&L Knowledge Sharing System (AKSS), Acquisition Community Connection (ACC), and Virtual Library: The DAU is responsible for developing, operating and maintaining the DoD AKSS for online support for the Acquisition Workforce. The AKSS consists of the closely integrated Knowledge Repositories, Collaborative Tools, Knowledge Document Gateways, Process Performance and Learning Tools, and an Advanced Search capability. Major subsystems include the ACC, the Best Practices Clearinghouse, and the ACQuire search and discovery system.

The AKSS provides the AT&L community with a single entry point to acquisition resources by linking mandatory and discretionary reference material, performance support tools, "Ask a Professor," Acquisition Events, and related web resources. The AKSS contact hours totaled 379,233 in FY 2008. The AKSS also links to the ACC, which contains numerous Communities of Practice (CoP) and Special Interest Areas (SIA) in career fields or business processes. These communities offer fora to connect individuals and organizations facing similar problems and issues. This ready access to peers, expert help, and lessons learned provides fertile ground for workforce innovation and fosters the transfer of best business practices across the DoD AT&L workforce. In FY 2008, ACC contact hours totaled 256,455 hours.

Customer Satisfaction/Effectiveness Results: The DAU customers consistently give top ratings to DAU's learning assets and to the outstanding faculty who deliver them. The DAU uses the four-level Kirkpatrick training assessment model to evaluate student perceptions, learning outcomes, job performance, and impact on organization.

DEFENSE ACQUISITION UNIVERSITY
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2010 President's Budget

I. Description of Operations Financed: (continued)

Classroom Course Results: Based on 33,114 student surveys in FY 2008, DAU's classroom courses received an average rating of 6.30 (90 percent) on a seven-point Likert scale, exceeding both the DAU target of 85 percent and the industry corporate benchmark of 86 percent.

Online Course Results: Based on 85,274 student surveys in FY 2008, content and delivery effectiveness received an average rating of 5.77 (82 percent) on the Likert scale, meeting the target of 80 percent and exceeding the industry corporate benchmark by 7 percent.

Follow-Up Course Survey Results: The DAU also e-mails a learning effectiveness survey to all students 60 days after the completion of the class. The 62,013 follow-up surveys completed in FY 2008 reflected an average rating of 5.36 (77 percent) on the Likert scale. The rating is 3 percent above the industry corporate benchmark of 74 percent.

Performance Support Survey Results: At the end of selected Targeted Training, Consulting, and Rapid Deployment Training efforts, customers provide feedback. For example, following each targeted training event, attendees respond to an online course survey that is similar to the one used for DAU certification and assignment-specific courses. The following are the results of the surveys conducted in FY 2008:

Targeted Training - Based on 2,166 completed customer surveys, DAU's targeted training effectiveness received an average rating of 6.10 (87 percent) on the Likert scale, exceeding the target of 80 percent.

Consulting - Based on 87 completed customer surveys, DAU's consulting effectiveness received an average rating of 6.22 (89 percent) on the Likert scale, exceeding the target of 80 percent.

DEFENSE ACQUISITION UNIVERSITY
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2010 President's Budget

I. Description of Operations Financed: (continued)

Performance measures and DAU's recognition as a best-in-class corporate university (listed below) provide DAU stakeholders with compelling evidence that DAU adds considerable value to the AT&L mission:

Earned Accreditation (2002)

Seven Distance-Learning Awards

Fifteen Corporate University Best-In-Class Awards

#1 Corporate University in America-American Society of Training and Development (2004)

#1 Organization in the Government for Leadership and Development (2005 & 2006)

Best Overall Corporate University-Corporate University Best-In-Class (2002 & 2006)

Best Mature Corporate University-Corporate University Best-In-Class (2006)

Best Virtual Corporate University-Corporate University Best-In-Class (2002 & 2006)

Corporate University Leader of the Year-Corporate University Best-In-Class (2002 & 2006)

Computerworld 21st Century Achievement Award (2007)

Gold Award for Innovation- CLO Learning in Practice, Chief Learning Officer Magazine (2007)

#1 Best in Leadership Development-Executive Excellence Publishing, Leadership Excellence Magazine (2007)

Renewed accreditation (2008)

DEFENSE ACQUISITION UNIVERSITY
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2010 President's Budget

I. Description of Operations Financed: (continued)

The DAU's vision is "Enabling the DoD AT&L workforce to achieve the right acquisition outcomes." Congressional mandates in recent legislation clearly define the importance of improving acquisition training. Five strategic goals, with measures for FYs 2009-2011, will guide mission efforts:

- Provide a fully integrated learning environment in concert with other talent management initiatives to engage the learner at the point of need;
- Continuously improve DAU mission/support processes and management;
- Support transformation in acquisition, technology, and logistics through thought leadership, innovation, and workforce support;
- Ensure DAU is a great place to work by providing an environment valuing achievement, growth, diversity, and career-long learning to enhance job performance; and
- Listen to and learn from DAU customers and stakeholders to exceed their expectations.

II. Force Structure Summary: The DAU Headquarters, located at Ft. Belvoir, Virginia, maintains staff for centralized academic oversight, a robust curriculum development center, and an e-learning and technology development directorate. The five regional campuses are located where there is a high concentration of DoD AT&L workforce members:

- **Capital and Northeast** - Fort Belvoir, VA (serves workforce of 32,000). The Defense Systems Management College-School of Program Managers is also located at Ft. Belvoir for executive and international training
- **Mid-Atlantic** - Patuxent River, Maryland (serves workforce of 21,000)
- **Midwest** - Wright Patterson Air Force Base, Ohio (serves workforce of 19,000)
- **South** - Huntsville, Alabama (serves workforce of 28,000)
- **West** - San Diego, California (serves workforce of 25,000)

DEFENSE ACQUISITION UNIVERSITY
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2010 President's Budget

III. Financial Summary (\$ in thousands)

	FY 2009							FY 2010 <u>Estimate</u>
	FY 2008 <u>Actuals</u>	Budget <u>Request</u>	<u>Congressional Action</u>		<u>Appropriated</u>	Current <u>Estimate</u>		
			<u>Amount</u>	<u>Percent</u>				
A. Budget Activity (BA) 3 Recruitment								
Teaching	64,674	70,573	2,946	4.2%	73,519	73,519	73,086	
Curriculum Development	13,576	19,669	-5,151	-26.2%	14,518	14,518	14,117	
Performance Support	14,420	14,738	361	2.4%	15,099	15,099	15,403	
Knowledge Sharing	6,574	8,677	-1,708	-19.70%	6,969	6,969	6,521	
Research	1,097	2,242	-1,081	-48.20%	1,161	1,161	1,149	
Acquisition Workforce	4,503	4,827	51	1.10%	4,878	4,878	5,221	
Total	104,844	120,726	-4,582	-3.80%	116,144	116,144	115,497	

* This activity received no Emergency Supplemental or Bridge funding.

DEFENSE ACQUISITION UNIVERSITY
 Operation and Maintenance, Defense-Wide
 Fiscal Year (FY) 2010 President's Budget

III. Financial Summary (\$ in thousands) (continued)

<u>B. Reconciliation Summary</u>	<u>Change</u> <u>FY 2009/FY 2009</u>	<u>Change</u> <u>FY 2009/FY 2010</u>
Baseline Funding	120,726	116,144
Congressional Adjustments (Distributed)	-4,280	
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-246	
Subtotal Appropriated Amount	-56	
Fact-of-Life Changes (CY to CY Only)	116,144	
Subtotal Baseline Funding		
Anticipated Supplemental	116,144	
Reprogrammings		
Price Changes		
Functional Transfers		2,317
Program Changes		
Current Estimate		-2,964
Less: Wartime Supplemental	116,144	115,497
Normalized Current Estimate		
	116,144	115,497

DEFENSE ACQUISITION UNIVERSITY
 Operation and Maintenance, Defense-Wide
 Fiscal Year (FY) 2010 President's Budget

III. Financial Summary (\$ in thousands) (continued)

<u>C. Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2009 President's Budget Request		120,726
1. Congressional Adjustments		-4,582
a. Distributed Adjustments		
1) Curriculum Development - Reduce Program Growth	-2,000	
2) Knowledge Sharing Engaged Learner Concept Reduce Growth	-2,280	
b. Undistributed Adjustments		
c. Adjustments to meet Congressional Intent		
d. General Provisions - Economic Assumptions	-246	
e. Congressional Earmarks - Indian Lands Environmental Impact	-56	
FY 2009 Appropriated Amount		116,144
2. War-Related and Disaster Supplemental Appropriations		
3. Fact of Life Changes		
FY 2009 Baseline Funding		116,144
4. Reprogrammings (requiring 1415 Actions)		
Revised FY 2009 Estimate		116,144
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations s		
FY 2009 Normalized Current Estimate		116,144
6. Price Change		2,317
7. Functional Transfers		
8. Program Increases		6,913
a. Annualization of New FY 2009 Program		
b. One-Time FY 2010 Increases		

DEFENSE ACQUISITION UNIVERSITY
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2010 President's Budget

III. Financial Summary (\$ in thousands) (continued)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
1) Facilities Maintenance: For circa 1929 buildings at the Fort Belvoir campus; projects include \$750K for HVAC in Bldg 231, basement improvements in Bldg 209, \$450K, rehab old building basements and bathrooms, and changes to update IT server rooms, \$400K. (FY 2009 Baseline 1,902)	1,600	
2) Equipment Purchases: Uninterruptible Power Supply (UPS) units at each Regional campus to insure power back-up capability for continuing operations (FY 2009 Base: 0)	510	
c. Program Growth in FY 2010		
1) Emergent fact-of-life requirements for equipment, software, and network maintenance, adaptive planning models, additional general counsel and human resource support for security clearance adjudications, janitorial and grounds maintenance services. Information Security program increases identified by DISA for both hardware (such as sensor equipment and secure portable storage devices) and software (including a Data At Rest application) to the DAU network. (FY 2009 Base: 13,555)	3,708	
2) Civilian Pay for Information Technology Security: Increased 24/7 online training offerings require current technology and training and circulation of IA awareness and concepts throughout the DAU community. DAU develops and disseminates computer based training and web based training, and maintains a web portal and robust database used by DAU's customers. These factors have added the need for three more Information Assurance contractor personnel. (FY 2009 Base: 700)	525	
3) DAU has experienced significant growth in its online course offerings and its use and forecasts that this trend will continue, increasing the Call Center's workload. DAU needs an additional four contractor personnel skilled in information assurance. (FY 2009 Base: 855)	570	

DEFENSE ACQUISITION UNIVERSITY
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2010 President's Budget

III. Financial Summary (\$ in thousands) (continued)

<u>C. Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
9. Program Decreases		9,877
a. Annualization of FY 2009 Program Decreases		
b. One-Time FY 2009 Increases		
1) Curriculum Development: C. Program Management New Development The delivery approach for the distance learning module of Intermediate Systems Acquisition, Part A (aka ACQ 201A) has been unchanged since the initial fielding in 2001. Additionally, the delivery approach was costly to maintain because acquisition policy and process changes cause the course to required constant updating to maintain currency. Changes also required IT specialists in older software, which was not current.	-698	
2) Curriculum Development: B. Major change/redesign of Defense Acquisition Workforce Improvement Act (DAWIA) courses including content and delivery changes.	-1,490	
3) Curriculum Development: A. Requirements Management Certification Training Program Sec 801, FY2007 National Defense Authorization Act, required the USD (AT&L), in consultation with Defense Acquisition University, to develop a training program to certify military and civilian personnel of the DoD with responsibility for generating requirements for major defense acquisition programs, effective September 30, 2008.	-5,060	
4) Equipment Purchases - Reductions to Hardware Replacements and Upgrades Structural replacements and upgrades to support base level equipment and Commercial Off the Shelf (COTS) software.	-2,629	
c. Program Decreases in FY 2010		
FY 2010 Budget Request		115,497

DEFENSE ACQUISITION UNIVERSITY
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2010 President's Budget

IV. Performance Criteria and Evaluation Summary:

	Workload Estimate FY 2008	Workload Estimate FY 2009	Workload Estimate FY 2010
Number of Students Trained			
Classroom	35,861	36,901	37,971
Web-based	118,391	125,326	130,526
Total	<u>154,252</u>	<u>162,227</u>	<u>168,497</u>

Students who successfully complete specified DAWIA course requirements are the key output measure. Most effort occurs via web-based delivery to maximize learning flexibility.

Number of Students Trained	FY 2008	FY 2009	FY 2010
Army	45,034	47,370	49,193
Navy	35,603	37,442	38,891
Air Force	34,903	36,712	38,126
DoD	18,563	19,516	20,277
Other	20,149	21,187	22,010
Total	<u>154,252</u>	<u>162,227</u>	<u>168,497</u>

DAU works closely with Services' and Agencies' Directors and Acquisition Career Management to manage accession, training, education, and career development of the workforce. Each component receives training allocations annually, which the University resources and executes IAW DAWIA legislation.

Budget Activity #3:	Actual	Estimate	Estimate
Training and Recruitment (\$000)	FY 2008	FY 2009	FY 2010
Average Cost per Student	\$680	\$720	\$685
Year-over-Year Change (FY07: \$864)	(\$184)	\$36	(\$35)
Change from FY 2007		(\$148)	(\$179)

Quantifies DAU's operating budget in terms of total students trained.

DEFENSE ACQUISITION UNIVERSITY
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2010 President's Budget

<u>V. Personnel Summary</u>	<u>FY 2008</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>Change FY 2008/ FY 2009</u>	<u>Change FY 2009/ FY 2010</u>
<u>Active Military End Strength (E/S)</u>					
<u>(Total)</u>					
Officer	66	62	62	-4	-
Enlisted	21	13	3	-8	-10
<u>Civilian End Strength (Total)</u>					
U.S. Direct Hire	428	469	479	+41	+10
<u>Active Military Average Strength (A/S)</u>					
<u>(Total)</u>					
Officer	66	62	62	-4	-
Enlisted	21	13	3	-8	-10
 <u>Civilian FTEs (Total)</u>					
U.S. Direct Hire	462	465	465	+3	-
Average Annual Civilian Salary (\$ in thousands)	\$124.7	\$133.2	\$136.6	\$+8.5	\$+3.4

DEFENSE ACQUISITION UNIVERSITY
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2010 President's Budget

<u>OP 32 Line</u>	FY 2008 <u>Actuals</u>	Change <u>FY 2008/FY 2009</u>		FY 2009 <u>Estimate</u>	Change <u>FY 2009/FY 2010</u>		FY 2010 <u>Estimate</u>
		<u>Price</u>	<u>Program</u>		<u>Price</u>	<u>Program</u>	
101 Exec, Gen'l & Spec Scheds	57,269	2,175	2,155	61,599	1,529		63,128
103 Wage Board	348	13	-1	360	9		369
106 Benefit to Fmr Employees	175		-175				
199 Total Civ Compensation	57,792	2,188	1,979	61,959	1,538		63,497
308 Travel of Persons	21,475	279		21,754	261		22,015
399 Total Travel	21,475	279		21,754	261		22,015
633 Def Pub, Print Svcs	1,445	-92		1,353	122		1,475
699 Total Purchases	1,445	-92		1,353	122		1,475
912 GSA Leases	1,755	44		1,799	45		1,844
914 Purch Communications	508	7		515	6		521
915 Rents, Leases (non GSA)	131	2		133	2		135
920 Supplies/Matl (non fund)	1,022	13		1,035	12		1,047
922 Eqt Maint Contract	748	10		758	9		767
923 Facilities Maint Contr	1,878	24		1,902	23	1,600	3,525
925 Eqt Purch (non fund)	3,894	51		3,945	47	-2,119	1,873
932 Mgt Prof Support Svcs	75	1		76	1		77
989 Other Contracts	14,121	184	6,610	20,915	251	-2,445	18,721
999 Total Other Purchases	24,132	336	6,610	31,078	396	-2,964	28,510
Total	104,844	2,711	8,589	116,144	2,317	-2,964	115,497

*The DAU did not receive Emergency Supplemental or Bridge funding in any year.

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