

Fiscal Year 2012 Budget Estimates Defense Acquisition University



February 2011

DEFENSE ACQUISITION UNIVERSITY
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2012 President's Budget Submission

This page intentionally left blank.

DEFENSE ACQUISITION UNIVERSITY
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2012 President's Budget Submission

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

	FY 2010 <u>Actuals</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2011 <u>Estimate</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2012 <u>Estimate</u>
DAU	109,391	1,660	34,845	145,896	1,215	-23,036	124,075

* The FY 2011 Estimate Column reflects the FY 2011 President's Budget Request.

I. Description of Operations Financed: The Defense Acquisition University (DAU) (<http://www.dau.mil>) is a "corporate" university of the Department of Defense, Office of the Under Secretary of Defense (Acquisition, Technology, and Logistics) (DoD USD (AT&L)). Its mission is to provide a global learning environment to support a mission-ready Defense Acquisition Workforce that develops, delivers, and sustains effective and affordable war fighting capabilities. Impact acquisition excellence through:

- Acquisition certification and leadership training
- Mission assistance to acquisition organizations and teams
- Online knowledge-sharing resources
- Continuous learning assets
- Strategic workforce planning

The DAU's vision is to enable the over 147,700 Department of Defense acquisition employees to achieve the right acquisition outcomes. The Defense Acquisition University (DAU) is the one institution that touches nearly every member of the Defense Acquisition Workforce throughout all professional career stages. The university:

- Provides a full range of basic, intermediate, and advanced certification training, Core Plus training, mission assistance, job-relevant applied research, and continuous learning opportunities.

DEFENSE ACQUISITION UNIVERSITY
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2012 President's Budget Submission

- Fosters career-long professional development through mission assistance, rapid-deployment training on emerging acquisition initiatives, online knowledge-sharing tools, and continuous learning modules.
- Resides in five regional locations throughout the United States, allowing the university to provide local training to acquisition personnel—training at the point of need.
- Is strategically partnered with academic institutions, professional organizations, corporations, and government agencies to provide professional development, equivalencies, academic credit toward degree programs, as well as certificates for DAU courses.

DAU faculty members are expert practitioners who can draw upon real-world experience to relate to students and develop training products that are directly applicable to the current challenges students face. Many faculty members are drawn to DAU following high-impact careers in the military, defense industry, and civil service because the opportunity to share experiences and to support the vitally important mission of DoD is personally important. DAU staff members provide the support necessary to keep the university running efficiently, including operating and maintaining the university's automation networks; providing audio, video, and telecommunications support of classes; and other administrative and logistical services to DAU. The DAU also provides travel and per diem funding for Service and other Department of Defense students to attend courses at the various DAU campuses. The Council on Occupational Education, a national institutional accrediting agency, accredits the DAU.

DEFENSE ACQUISITION UNIVERSITY
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2012 President's Budget Submission

The DAU is recognized nationally as a "Best in Class" corporate university with numerous awards:

- Brandon Hall Research's Excellence in Learning Award in the Best Use of Virtual Worlds for Learning category (2010)
- Chief Learning Officer (CLO) Vanguard Award for Gaming and Simulation (2009)
- Chief Learning Officer Learning Team Award (2009)
- International Association of Business Communicators (IABC) Silver Inkwell Excellence in Communications Award in the category of Government/Military Communications (2009)
- Earned reaffirmation of accreditation in 2008 with three commended areas
- Seven distance-learning awards
- Ranked #1 Corporate University in America—American Society of Training and Development (2004)
- Ranked #1 Organization in the Government for Leadership and Development (2007, 2006, 2005)
- Best Overall Corporate University—Corporate University Best-in-Class (2006 & 2002)
- Best Mature Corporate University—Corporate University Best-in-Class (2006)
- Best Virtual Corporate University—Corporate University Best-in-Class (2006 & 2002)
- Corporate University Leader of the Year—Corporate University Best-in-Class (2006 & 2002)
- *Computerworld* 21st Century Achievement Award (2007)

As the primary learning assets provider for the Defense Acquisition Workforce, the DAU is a strategic enabler. The DAU enables the right acquisition outcomes by fully engaging its students, both in the classroom and on the job. Through a virtual, continuous presence with the workforce, DAU products and services enhance workplace performance, promote mission effectiveness, and help reshape the Defense Acquisition Workforce to meet future challenges. DAU wants to be fully integrated into its learners' careers from the time of

DEFENSE ACQUISITION UNIVERSITY
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2012 President's Budget Submission

first course enrollment until retirement, providing the very best weapons systems, equipment, and services for this nation's war fighters.

DAU's Strategic Plan is aligned with the goals of the:

- **Nation:** as established in the President's Memorandum on Government Contracting, the Weapon Systems Acquisition Reform Act of 2009, and National Security Strategy;
- **Defense Department:** as set forth in the National Defense Strategy, Quadrennial Defense Review, DoD's Strategic Management Plan, and SECDEF's workforce growth strategy; and
- **Under Secretary of Defense (Acquisition, Technology & Logistics (AT&L)):** as stated in Congressional testimony, AT&L priorities, and the Defense Acquisition Workforce appendix to the DoD Human Capital Strategic Plan.

Given the rapid pace of change with learning concepts and enabling technologies, the DAU must constantly improve the ways it helps its students learn and achieve the right acquisition outcomes by delivering the right knowledge and skills at the point of need.

The AT&L Performance Learning Model (PLM) is primarily performance-based. It ensures that all learning activities are focused on enhancing job performance and workplace capability through:

- **Training Courses:** Web-enabled and classroom courses with case-based instruction aimed at developing critical thinkers;
- **Mission Assistance:** Rapidly delivered program and business solutions offered to the Defense Acquisition Workforce through onsite consulting, targeted training, and rapid-deployment training;
- **Continuous Learning:** Self-paced, relevant training modules, available 24/7, to help meet continuous learning requirements and improve job performance; and

DEFENSE ACQUISITION UNIVERSITY
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2012 President's Budget Submission

- **Knowledge Sharing:** The AT&L Knowledge Sharing System and Acquisition Community Connection provides connection with experts, peers, and acquisition resources.

The University has continued to evolve this learning strategy and has rapidly changed the traditional training paradigm of instruction limited to the classroom, to one that provides learning solutions around the clock - - providing the right training at the right time. With implementation of the PLM, the over 147,700 workforce members now have more control over their career-long learning opportunities.

AT&L Performance Learning Model (PLM):

Certification and Assignment-Specific Training: The DAU offers more than 100 certification and executive/leadership support courses (1,700 offerings per year) spanning 15 career fields, delivering this training through an appropriate mix of classroom, web-based, and hybrid offerings. As a result, students can take many of their courses online, reducing their time away from the job and home, and avoiding travel costs. The DAU provided over 7.9 million hours of classroom and online training in FY 2010.

Continuous Learning: The AT&L workforce to operate as a continuous learning community. Members of the workforce are required to have 80 continuous learning points every two years. The DAU's Continuous Learning Center contains over 240 self-paced continuous learning modules online that are always available to help meet continuous learning requirements and improve job performance. The DAU provided over 2.1 million hours of continuous learning in FY 2010.

Mission Assistance: 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 provides feedback. Following each targeted training event, students

DEFENSE ACQUISITION UNIVERSITY
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2012 President's Budget Submission

respond to an online course survey similar to the one used for DAU certification and assignment-specific courses. The university reviews the results for both consulting and targeted training efforts and incorporates improvements. In FY 2010 the DAU will provide 586 management assistance efforts (consulting, targeted training, and rapid deployment training), totaling over 559,000 hours -- most working with customers in their workplaces.

Knowledge Sharing: AT&L Knowledge Sharing System, Acquisition Community Connection, and Virtual Library: The DAU develops, operates and maintains the DoD AT&L Knowledge Management System for OSD, as a major vehicle for online job support for the Acquisition Workforce.

The "System" consists of Knowledge Repositories; Collaborative Tools; Knowledge Document Gateways; Process Performance and Learning Tools; and an Advanced Search capability; all closely integrated together as a "system of systems".

The present major subsystems include the AT&L Knowledge Sharing System, the Acquisition Community Connection, the Best Practices Clearinghouse, and the ACQUIRE search and discovery system.

The AT&L Knowledge Sharing System (AKSS) provides the AT&L community with a single entry point to acquisition resources. This site contains links to mandatory and discretionary reference material, performance support tools, "Ask a Professor," Acquisition Events, and related web resources like the new Program Managers e-Tool Kit which puts program management tools from all functional areas at the fingertips of users in a dynamic new format (<https://pmtoolkit.dau.mil/>). AKSS contact hours totaled over 5 million in FY 2010.

The AKSS links to the Acquisition Community Connection (ACC), which contains numerous Communities of Practice (CoP) and Special Interest Areas (SIA) in career fields or business processes. These communities offer a forum for connecting individuals from various organizations who are facing similar problems and issues. This ready access to peers, expert help, and lessons learned provides fertile ground for workforce innovation

DEFENSE ACQUISITION UNIVERSITY
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2012 President's Budget Submission

and fosters the transfer of best business practices across the DoD AT&L workforce. In FY 2010, ACC contact hours totaled over 880,000 in FY 2010 (For more information go to: <https://dap.dau.mil>).

Building Compelling Evidence of Results for DAU Stakeholders: The DAU has been able to meet successfully its challenge of serving significantly increasing numbers of students who are in need of certification training with no real increase in budget. The university has improved in many areas. Since 1998 the university has increased students trained from 33,000 to over 175,000 per year while at the same time civilian faculty/staff full-time equivalent authorizations have decreased from 643 to 465 and student travel costs from \$31M to \$17M per year (est. FY 2012). Over this time, the average training cost per student has declined almost 75 percent. In FY 2012, the average cost per student is estimated at \$703. This has allowed reprioritization of resources into e-learning initiatives, curricula modernization, and other efforts. Even as the university has decreased its cost per student, its current faculty has continued to receive high marks from students and their supervisors in response to survey questions.

The DAU's continued increase in capacity and throughput have not come at the expense of learner satisfaction. DAU customers consistently give top ratings to the DAU's learning assets and to the outstanding faculty who deliver them.

DAU uses the four-level Kirkpatrick training assessment model to evaluate student perceptions, learning outcomes, job performance, and impact on organization. Surveys completed by students in DAU's classroom courses total over 45,000 in FY 2010; the average rating was 6.31 (or 90 percent). This exceeded DAU's target of 80 percent by 10 percent and is 7 percent above the corporate benchmark of 83 percent. Over 91,000 surveys were completed by online students in FY 2010; the average rating was 5.76 (or 82 percent). This exceeded DAU's target of 80 percent by 2 percent and is tied with the corporate benchmark of 82 percent.

DEFENSE ACQUISITION UNIVERSITY
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2012 President's Budget Submission

The university has embraced five strategic goals with measures for FYs 2010-2015 to guide mission efforts:

- Provide an integrated, interactive learning environment that helps acquisition workforce members, teams, and organizations improve acquisition outcomes.
- Continuously improve DAU infrastructure and mission support processes to optimize use of resources.
- Support congressional and DoD acquisition improvement initiatives through leadership, applied research, and engagement with key acquisition organizations.
- Foster an environment that encourages continuous development, promotes diversity, and rewards achievement to enhance job satisfaction and performance.
- Proactively engage customers and stakeholders to understand their mission requirements and develop responsive solutions to enhance performance.

DAU's mission is critical to ensuring the Defense Acquisition Workforce is trained to meet the needs of the nation's warfighters. As the primary learning assets provider for the Defense Acquisition Workforce, DAU is committed to enabling the right acquisition outcomes by fully engaging students, both in the classroom and on the job. Through a virtual, continuous presence with the workforce, DAU products and services enhance workplace performance, promote mission effectiveness, and help reshape the Defense Acquisition Workforce to meet future challenges.

DEFENSE ACQUISITION UNIVERSITY
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2012 President's Budget Submission

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

- **Capital and Northeast** - Fort Belvoir, Virginia (serves workforce of 38,900). The Defense Systems Management College-School of Program Managers is also located at Ft. Belvoir for executive and international training
- **Mid-Atlantic** - California, Maryland (serves workforce of 25,800)
- **Midwest** - Kettering, Ohio (serves workforce of 20,900)
- **South** - Huntsville, Alabama (serves workforce of 33,000)
- **West** - San Diego, California (serves workforce of 29,100)

DEFENSE ACQUISITION UNIVERSITY
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2012 President's Budget Submission

III. Financial Summary (\$ in thousands)

	FY 2011						FY 2012 <u>Estimate</u>
	FY 2010 <u>Actuals</u>	Budget <u>Request</u>	<u>Congressional Action</u>			Current <u>Estimate</u>	
			<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>		
A. <u>Budget Activity (BA) 3</u>							
Recruitment and Training (\$000s)							
Teaching	70,154	103,878			103,878	103,878	90,575
Curriculum Development	13,096	14,590			14,590	14,590	12,410
Mission Assistance	14,670	15,027			15,027	15,027	12,410
Knowledge Sharing	7,942	8,170			8,170	8,170	6,200
Research	1,213	1,313			1,313	1,313	1,240
Acquisition Workforce	2,316	2,918			2,918	2,918	1,240
Total BA 3	109,391	145,896			145,896	145,896	124,075

* The FY 2011 Estimate Column reflects the FY 2011 President's Budget Request.

DEFENSE ACQUISITION UNIVERSITY
 Operation and Maintenance, Defense-Wide
 Fiscal Year (FY) 2012 President's Budget Submission

III. Financial Summary (\$ in thousands)

<u>B. Reconciliation Summary</u>	<u>Change FY 2011/FY 2011</u>	<u>Change FY 2011/FY 2012</u>
Baseline Funding	145,896	145,896
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	145,896	
Fact-of-Life Changes (CY to CY Only)		
Subtotal Baseline Funding	145,896	
Anticipated Supplemental Reprogrammings		
Price Changes		1,215
Functional Transfers		
Program Changes		-23,036
Current Estimate		124,075
Less: Wartime Supplemental		
Normalized Current Estimate	145,896	

DEFENSE ACQUISITION UNIVERSITY
 Operation and Maintenance, Defense-Wide
 Fiscal Year (FY) 2012 President's Budget Submission

III. Financial Summary (\$ in thousands)

	Amount	Totals
C. Reconciliation of Increases and Decreases		
FY 2011 President's Budget Request (Amended, if applicable)		145,896
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to meet Congressional Intent		
d. General Provisions		
e. Congressional Earmarks		
FY 2011 Appropriated Amount		145,896
2. War-Related and Disaster Supplemental Appropriations		
3. Fact of Life Changes		
FY 2011 Baseline Funding		145,896
4. Reprogrammings (requiring 1415 Actions)		
Revised FY 2011 Estimate		145,896
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2011 Normalized Current Estimate		145,896
6. Price Change		1,215
7. Functional Transfers		
8. Program Increases		3,668
a. Annualization of New FY 2011 Program		
b. One-Time FY 2012 Increases		
1) As a result of circa 1929 buildings at Ft. Belvoir, VA, facility maintenance is required over and above our normal recap for these issues at the Ft. Belvoir campus (FY 2011 Baseline: \$544K, Facilities Maint. by Contract).	3,543	
c. Program Growth in FY 2012		

DEFENSE ACQUISITION UNIVERSITY
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2012 President's Budget Submission

III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
1) Increase connectivity to classrooms, increase teleconferencing use to reduce travel (FY 2011 Baseline: \$1,001K, Purchased communications (non-fund))	125	
9. Program Decreases		-26,704
a. Annualization of FY 2011 Program Decreases		
b. One-Time FY 2011 Increases		
c. Program Decreases in FY 2012		
1) Defense Acquisition Workforce Development Fund (DAWDF) sustainment costs: Civilian pay sustainment costs for 151 FTEs moved back into DAWDF (FY 2011 Baseline: \$94,309K, Total Civilian Pay	-21,151	
2) Economic adjustment for inflation (includes no general pay increase and a downward adjustment to non-pay inflation from 1.7% to 1.5%)	-3,007	
3) Efficiencies: Travel - Reduce offerings, cut staff travel, increase use of teleconferencing technologies (FY 2011 Baseline: 20,139K, Travel of Persons).	-1,159	
4) In-grade adjustments reflecting senior personnel attritions and other pay changes. (FY 2011 Baseline: \$94,309K, Civilian Pay)	-842	
5) Efficiencies: Service Support Contractors Reliance Reduction - Reduce contractor support, in-sourcing (FY 2011 Baseline: 11,441K, Other Contracts).	-330	
6) Reduction of one paid day between FY 2011 and FY 2012 (FY 2011 Baseline: \$56,139K, Civilian Pay @ 465 FTEs)	-215	
FY 2012 Budget Request		124,075

DEFENSE ACQUISITION UNIVERSITY
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2012 President's Budget Submission

IV. Performance Criteria and Evaluation Summary

	Workload Actual FY 2010	Workload Estimate FY 2011	Workload Estimate FY 2012
Number of Students Trained			
Classroom	33,867	54,470	34,550
Web-based	<u>138,706</u>	<u>219,530</u>	<u>142,050</u>
Total	172,573	274,000	176,600

DAU uses students trained as the optimal measure for mission performance. Students who successfully complete specified DAWIA course requirements are the key output measure. The ultimate goal is DAWIA certification to meet the mandates of Congressional legislation while improving the DoD Acquisition posture. The majority of effort occurs via web-based delivery to facilitate maximum learning flexibility.

Number of Students Trained	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>
Army	50,391	79,990	51,600
Navy	39,830	63,250	40,750
Air Force	39,053	62,000	39,950
DoD	20,761	32,970	21,240
Other	<u>22,538</u>	<u>35,790</u>	<u>23,060</u>
Total	172,573	274,000	176,600

DEFENSE ACQUISITION UNIVERSITY
 Operation and Maintenance, Defense-Wide
 Fiscal Year (FY) 2012 President's Budget Submission

IV. Performance Criteria and Evaluation Summary

Budget Activity #3: Training and Recruitment (\$000)	Estimate FY 2010	Estimate FY 2011	Estimate FY 2012
Average Cost per Student	634	532	703
Year-over-Year Change (FY09: \$689)	-55	-102	+171
Change from FY 2009		-157	+14

The DAU's operating budget is quantified in terms of performance measurement and results achieved using total students trained as described above. The DAU's history, charter, and mission all emanate from the impetus of DAWIA mandates to standardize and improve DoD's Acquisition posture. Average cost per student uses the population of students graduated in proportion to the dollars obligated.

DEFENSE ACQUISITION UNIVERSITY
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2012 President's Budget Submission

V. <u>Personnel Summary</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	Change FY 2010/ FY 2011	Change FY 2011/ FY 2012
<u>Active Military End Strength (E/S)</u>					
(Total)					
Officer	35	49	49	14	0
Enlisted	3	3	3	0	0
<u>Civilian End Strength (Total)</u>					
U.S. Direct Hire	446	626	475	+180	-151
Foreign National Direct Hire					
Total Direct Hire					
Foreign National Indirect Hire					
<u>Active Military Average Strength (A/S)</u>					
(Total)					
Officer	35	49	49	14	0
Enlisted	3	3	3	0	0
<u>Civilian FTEs (Total)</u>					
U.S. Direct Hire	464	616	465	+152	-151
Foreign National Direct Hire					
Total Direct Hire	464	616	465	+152	-151
Foreign National Indirect Hire					
Average Annual Civilian Salary (\$ in thousands)	\$143.353	\$153.594	\$149.955	+\$10.241	-\$3.639
<u>Contractor FTEs (Total)</u>					
FTEs	108	97	87	-11	-10

DEFENSE ACQUISITION UNIVERSITY
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2012 President's Budget Submission

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

<u>OP 32 Line</u>	<u>Actuals</u>	<u>Change from</u>			<u>Change from</u>			<u>Estimate</u>
		<u>FY 2010 to FY 2011</u>		<u>FY 2011 to FY 2012</u>				
		<u>Price</u>	<u>Program</u>	<u>Price</u>	<u>Program</u>			
101 Exec, Gen and Special Schedule	66,680	1,035	26,594	94,309	330	-25,215	69,424	
103 Wage Board	300	5		305			305	
199 Total Civ Compensation	66,980	1,040	26,594	94,614	330	-25,215	69,729	
308 Travel of Persons	17,083	239	2,817	20,139	302	-1,159	19,282	
399 Total Travel	17,083	239	2,817	20,139	302	-1,159	19,282	
633 DLA Document Services	1,677	50	785	2,512	149		2,661	
699 Total DWCF Purchases	1,677	50	785	2,512	149		2,661	
912 GSA Leases (SLUC)	2,232	31		2,263	38		2,301	
914 Purch Com (non fund)	1,122	16	57	1,195	18	125	1,338	
915 Rents, Leases (non GSA)	165	2		167	3		170	
917 Postal Svc (USPS)			194	194	3		197	
920 Supplies/Matl (non fund)	1,153	16	564	1,733	26		1,759	
921 Print & Reproduction	298	4		302	5		307	
922 Eq't Maint Contract	189	3	434	626	9		635	
923 Facilities Maint by Contr	536	8		544	8	3,543	4,095	
925 Eq't Purch (non fund)	3,571	50		3,621	54		3,675	
987 Other IntraGovt Purch	3,102	43		3,145	47		3,192	
989 Other Services	11,283	158		11,441	172	-330	11,283	
990 IT Contract Support Ser			3,400	3,400	51		3,451	
999 Total Other Purchases	23,651	331	4,649	28,631	434	3,338	32,403	
9999 Total	109,391	1,660	34,845	145,896	1,215	-23,036	124,075	

* The FY 2011 Estimate Column reflects the FY 2011 President's Budget Request.

(This page intentionally left blank.)