

Fiscal Year (FY) 2021 Budget Estimates

Operation and Maintenance, Defense-Wide Defense Acquisition University



February 2020

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

	FY 2019 <u>Actuals</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2020 <u>Enacted</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2021 <u>Estimate</u>
DAU	180,721	4,476	-5,821	179,376	3,066	-19,479	162,963

I. Description of Operations Financed: The Defense Acquisition University (DAU) (<http://www.dau.edu>) is a corporate university of the Department of Defense, Office of the Under Secretary of Defense (Acquisition and Sustainment) (OUSD, A&S). The DAU's mission is to provide a global learning environment to develop qualified acquisition, requirements, and contingency professionals who deliver and sustain effective and affordable warfighting capabilities. DAU's vision is to produce an accomplished and adaptive workforce, giving the warfighter a decisive edge.

DAU helps approximately 175,000 Department of Defense (DoD) acquisition-coded employees to achieve the right acquisition outcomes now and in the future. DAU is the one institution that affects all professionals in the Defense Acquisition Workforce (DAW) across 14 career paths at every stage of their career. DAU's products and services target workplace performance and promote mission effectiveness, and are critical to improving the professionalism of the DAW. Also, DAU provides support to four functional areas: international, requirements, earned value management, and services acquisition, in addition to the Defense Contract Management Agency (DCMA) via the College of Contract Management (CCM).

DoD looks for ways to effectively support its warfighters, in part through the DAU efficiencies identified through the Defense Wide Review. In response, DAU began transforming its learning program by streamlining certification, reducing class length,

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I. Description of Operations Financed (cont.)

offering smaller units of learning tracked by credentials, and designing classes to be delivered virtually. This transformation will be accelerated in FY 2020 with DAWDF funding.

DAU believes that a new certification construct, based on customized, career-long learning, will better implement the DAWIA mandate for workforce professionalization, and will reduce overall cost of learning by ensuring that learning is delivered only to those who need it, when they need it. This concept moves beyond today's 3-tiered, one-size-fits-all certification framework in each functional area, to one that is tailorable to individual and organizational needs.

DAU launched four pilot DAU credentials to provide learning on urgent topics, provided in smaller packages than traditional certification courses. While smaller than certification programs, these credential packages will be trackable to show individual and workforce learning. The four pilot credentials are "Agile for the DoD Team Member", "Digital Engineering for the DoD Consumer", "Services Acquisition DoD Team Members for Acquisition Professionals", and "Services Acquisition DoD Team Members for Non-Acquisition Professionals". The pilot programs have been well accepted and supported, and we expect credentials to be an important part of future acquisition training.

To make training more efficient, the DAU is also incorporating more adaptive, blended learning solutions for the workforce. These include shorter classroom offerings and customized workshops, more virtually facilitated online offerings, and improved distance learning courses.

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I. Description of Operations Financed (cont.)

One of the DAU's goal is to produce quality and breadth of learning assets to support improving acquisition outcomes. Thus, the DAU continues to succeed in its vital function – giving the DAW tools and knowledge it needs to succeed. The DAU accomplished an impressive amount of learning to the workforce in FY 2019:

- Provided over 8.6 million hours of foundational learning;
- Graduated 198,464 (online course graduates: 153,400 and classroom graduates: 45,064);
- Offered 308 online continuous learning modules, 622,454 student completions; and
- Provided 652,698 hours of Performance Learning.

Organizational Strengths

A National Inherently Governmental Resource. The efforts of defense acquisition is an inherently governmental responsibility. The DAU's faculty and staff are proficient, connected, and agile. The DAU is the one institution that affects every member of the DAW throughout all professional career stages in 14 career fields and the College of Contract Management. The University provides a full range of primary, intermediate, and advanced certification training; assignment-specific training; continuous learning modules; rapid deployment training; knowledge sharing resources; job support tools; mission assistance; workshops; and job-relevant applied research. The DAU develops a qualified acquisition workforce through foundational learning, workflow learning, and performance learning, which, when combined, results in more successful acquisition outcomes. As an inherently governmental resource, only the DAU has the combined attributes of being a steward of the acquisition body of knowledge, staffed with government expert practitioners, accredited

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I. Description of Operations Financed (cont.)

and recognized worldwide for excellence, and possessing a healthy, trusted relationship with senior Department of Defense leadership and Congress.

Steward of the Acquisition Body of Knowledge. The DAU's curricular development expertise is unique concerning design, content, and intimate understanding of the DoD acquisition environment. This expertise facilitates the alignment of curricula to the career-long learning needs of the DAW and rapid training on emerging defense acquisition policy initiatives.

In addition to delivering training in the classroom and online, DAU provides on-site consulting, customized workshops, and a wide variety of acquisition-related learning resources that are available to the DAW 24/7 in the workplace, at home, or on the go. These resources include communities of practice, job support tools, an acquisition knowledge repository, the defense acquisition guidebook, and the defense acquisition portal, which contains links to the latest acquisition policies and guidance.

Skilled Government Practitioners. The DAU's faculty and staff, collectively possess experience and expertise across DoD acquisition disciplines and are unique in their comprehensive knowledge of the DoD environment, business practices, and acquisition processes.

Training Excellence. The DAU also is recognized internationally, by both the public and private sectors, as a world-class training organization and frequently benchmarked by other training organizations. The DAU is accredited by the Commission of the Council on Occupational Education (CoE).

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I. Description of Operations Financed (cont.)

Strong Relationships with DoD and Congressional Leadership. By providing high-quality and relevant training to the DAW, DAU has earned the support and advocacy of senior Department of Defense leadership and Congress. This relationship ensures DAU learning products and services meet the needs of the acquisition community.

Core Capabilities

As the primary training organization for the DAW, the DAU is committed to developing qualified acquisition professionals by fully engaging our students, in the classroom, online, and on the job. The knowledge provided by the DAU integrates into our learners' careers from the time they enroll in their first DAU course until they retire. The three domains of our Acquisition Learning Model – foundational learning, workflow learning, and performance learning—work together to enhance workplace performance, promote mission effectiveness, and assist the DAW in achieving better acquisition outcomes.

Mission Success

The DAU has repeatedly demonstrated, and recognition has followed, for its success in providing a global learning environment. In 2014, the DAU earned reaffirmation of accreditation for six years from the CoE and regularly has received recognition as a sector leader in the corporate training industry.

- For the fifth year in a row, the DAU's Defense Acquisition Research Journal was recognized as the best in 2019! The Awards for Publication Excellence (APEX), sponsored by Communications Concept Inc., recognizes excellence in graphic design, editorial content, and the ability to achieve overall communications excellence. The

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Defense Acquisition Research Journal won the award for Publication Excellence in the One-of-a-Kind Publications-Government category.

- In 2019, the DAU was selected for the Trailblazer Award as part of the prestigious Chief Learning Officer Learning in Practice award program. This program recognizes the very best learning executives who demonstrate excellence in the design and delivery of employee development programs through a combination of qualities such as leadership, vision, business acumen, and strategic alignment. The trailblazer award honors those who have delivered new and unique applications of emerging technology to employee learning and development.

- In 2019, the DAU was recognized as the Public Sector Innovation Winner for the implementation of its business intelligence project, Empowering People Through Data Literacy, by the Public Sector 360 Media Group's award program. The Government Innovation Awards showcase the best examples of discovery and innovation in government IT.

- Also, in 2019 and for the ninth consecutive year, ELearning! Magazine named the DAU as one of the best learning programs at the world Enterprise Learning! Conference & Expo.

- Finally, in 2019, the DAU joined the very top organizations that have reached the #1 position in CLO's Learning Elite Program and, as a result, for the third straight year was elected into the Winners' Circle. The Learning Elite serves as a benchmarking program established to recognize best practices in the best learning organizations in the industry.

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I. Description of Operations Financed (cont.)

As the primary learning assets provider for the DAW, the DAU is a strategic enabler that expedites the right acquisition outcomes by fully engaging its students, in the classroom, online, and on the job. Its products and services enhance workplace performance, promote mission effectiveness, and help reshape the DAW to meet future challenges. The DAU strives to be fully integrated into its learners' careers from the time of first-course enrollment until retirement, providing the DAW with effective training to acquire the very best weapons systems, equipment, and services for this nation's warfighters.

Strategic Goals

The DAU focused strategic goals around three organizational disciplines –customer intimacy, product leadership, and organizational excellence. Highly successful organizations are competent in all three disciplines but excel in one. For the DAU, that discipline is Customer Intimacy. The customer is the central focus of everything we do. DAU views its efforts in product leadership and operational excellence from the perspective of how they will help us achieve customer intimacy.

Each goal has a set of objectives and tasks that drive the overall goal outcome. Goals focus on the work to accomplished, supported by an established model.

Goal 1 – Customer Intimacy:

Ensure customers know the DAU understands them and views the DAU as trusted advisors and acquisition partners. The customer is the central focus of everything we do at the DAU. The DAU will actively and intently listen to the voices of its customers, capture what

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I. Description of Operations Financed (cont.)

they say; understand and communicate what we hear; analyze the data to collaborate and determine what the customer needs; prioritize those needs, identify initiatives, and implement enterprise solutions. The expected outcome is for generations of requirements and acquisition professionals to exhibit skills in both the science and art of acquisition.

Goal 2 - Product Leadership:

Achieve customer value with high-quality learning solutions, customizing products, and services to meet the specific acquisition needs of our customers. What we learn about our customer's needs in Goal 1 will inform the types of high-quality learning solutions that the DAU develops to meet those needs. This focus on understanding our customers and delivering products and services that they need ensures the DAU will maintain its position as a leader in the learning and development industry. The expected outcome is an accomplished, adaptive, and prepared workforce able to quickly respond to give the warfighter a decisive edge.

Goal 3 - Operational Excellence:

Create a culture of exceptional service to the customer supported by an expert DAU workforce and integrated learning environment. As our efforts in Goal 1 are helping us forge stronger relationships with our customers and to understand better their training and development needs. The DAU workforce and integrating the learning environment also helps us gain an understanding of the type of learning ecosystem needed to effectively and efficiently deliver what our customers need. The DAU knows that we must create a world-class learning ecosystem with expert faculty and staff, a modern physical and technology infrastructure, and efficient and effective business processes. In creating this ecosystem, the DAU focuses on the people, technologies, material resources, and

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I. Description of Operations Financed (cont.)

procedures and the interconnections among them. This ecosystem balances speed to market and cost to ensure the availability of the right type of learning solution at the right time and the right place for the DAW. The expected outcome is an expert faculty and staff supported by a modern physical and technical infrastructure that provides our learners with a world-class learning ecosystem.

Congressional and Department of Defense Mandated Focus Area

During FY 2019, the DAW used the funding to accomplish work in the following Congressional and OSD critical areas.

Other Transactions Authority: The DAW conducted 22 workshops on Other Transactions Authority (OTA) and one OTA simulation. The DAW also rapidly interfaced with the acquisition community throughout all Branches to better inform the revamping of OSD (A&S) Other Transaction Guide. The DAW dialogued in-person with several Other Transactions Subject Matter Experts in multiple career fields to gather Powerful Examples of the implementation of OTAs as a Non-Traditional Contracting Methodology. The DAW leveraged those compelling examples and created new learning content for other courses and Mission Assistance engagements such as Defense Acquisition Executive Overview Workshops and real-time organizational support.

Agile Techniques: To understand, use, and improve industry-standard practices, the DAW initiated training and certification in Agile techniques for a broad cross-section of faculty members. We collaborated with industry on an agile program workshop concept and trained the DAW faculty in the Scaled Agile Framework (SAFe), the industry-standard methodology. By training different faculty from different functional areas, we were able

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I. Description of Operations Financed (cont.)

to create a multi-functional team that could assist Requirements Owners in identifying approaches to overcome functional knowledge gaps and accelerate delivery schedules for warfighting capability. This standard agile method has allowed the DAU to support more than ten programs in incorporating the agile methodology into their applications through workshop activities.

Cybersecurity: DAU continued to update cybersecurity content in its curriculum. In FY 2019, the DAU delivered 68 workshops and conducted four cybersecurity symposiums.

Gaming and Simulation: During FY 2019, the DAU developed a decision-making game that allows students to compete with other Acquisition Professionals in a FAR-based game. This game contains over 8,000 questions and answers to challenge players to demonstrate their FAR knowledge. DAU also developed a Capital Planning and Investment Control game that will be used in software acquisition courses to allow students to make essential trade-off decisions and risk assessments. Also, three micro simulations were developed and are being embedded in LOG 201 and helping students understand the Life Cycle Sustainment Plan in Milestones A, B & C. DAU now has 60 games available to support the learning needs of acquisition professionals.

International: To assist meeting the National Defense Strategy Line of Effort (build alliances and attract new partners), the DAU created and fielded new international acquisition content in the foundational ACQ101 course to emphasize the importance of international acquisition at an early stage of acquisition education. To continue this throughout a learner's career, the DAU also created new international acquisition content for ACQ 202(DL) and ACQ 356(DL) planned for fielding in FY20. These efforts ensure the importance of international considerations are emphasized "early and often" for a broad

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I. Description of Operations Financed (cont.)

set of learners across multiple career fields. The DAU also created cross-organizational content in seminars with the Defense Technology Security Administration (DTSA) and the Defense Security Cooperation University (DSCU), resulting in DAU updates and new content creation for ACQ 130 Fundamentals of Technology Security/Transfer (FTS/T) (Distance Learning). The DSCU fielded the new course and is in the process of being fielded by DAU. This effort brought new and standard Technology Security and Foreign Disclosure (TSFD) knowledge to the acquisition workforce to help the learner recognize the importance of exportability and program protection.

Requirements Management:

- RQM 310 - O&M funding supports RQM 310 efforts and innovations to include exercise sign-up tool, enhanced learner critique/comment tool, and RQM simulation. The upgrades resulted in improved feedback from the simulation block and enhanced training in Key Performance Parameters (KPP) and evaluation and organizational inter-relationships. Both are areas of emphasis requested by our Service, agency, and Combatant Command Personnel Accountability and Assessment System (CCMD) customers.
- Job Support Tools - In FY 2019, DAU revised Job Support Tools supporting our requirements customers, including the Capabilities-Based Assessment tool, the Initial Capabilities Document tool, the Capabilities Development Document tool, the Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facilities and Policy (DOTMLPF-P) tool, and the Initial Capabilities Document Checklist. All are receiving positive feedback from the field, and we continue making minor, agile updates based on customer feedback.

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- Mission Assistance - Specific efforts included:
 - Support for 12 Navy courses and 2 Webinars paired with the J8 covering three topics and 180-200 participants
 - JRAC video on a Rapid Acquisition Powerful Example
 - Training for Army Futures Command and the Joint Electronic Warfare Center
 - Requirements training for six staff members of the Senate Armed Services Committee (SASC).

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 acquisition workforce members. The five regional campuses are as follows:

- **Capital and Northeast** - Fort Belvoir, Virginia (serves workforce of 43,300)
- **Mid-Atlantic** - California, Maryland (serves workforce of 32,230)
- **Midwest** - Kettering, Ohio (serves workforce of 25,680)
- **South** - Huntsville, Alabama (serves workforce of 40,720)
- **West** - San Diego, California (serves workforce of 37,070)

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II. Force Structure Summary (cont.)

Further, DAU has two colleges:

- **Defense Systems Management College (DSMC)** - Ft. Belvoir, Virginia. DSMC is chartered to provide the following to the DoD acquisition workforce across the globe: Executive level, international acquisition management, requirements, mission assistance, leadership, and research courses.
- **College of Contract Management (CCM)** - Ft. Lee, Virginia. Co-located with the DCMA headquarters at Fort Lee, VA, the CCM is chartered to provide the professional, accredited courses necessary to enhance the skills of the workforce within the DCMA.

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III. Financial Summary (\$ in thousands)

A. <u>BA Subactivities</u>	FY 2019 <u>Actuals</u>	Budget <u>Request</u>	FY 2020			Current <u>Enacted</u>	FY 2021 <u>Estimate</u>
			<u>Congressional Action</u>				
			<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>		
1. Teaching	120,353	120,223	-874	-0.7	119,349	119,349	105,922
2. Curriculum Development	16,298	15,810	0	0.0	15,810	15,810	14,337
3. Performance Learning	24,419	24,564	0	0.0	24,564	24,564	24,866
4. Workflow Learning	16,406	16,412	0	0.0	16,412	16,412	14,893
5. Research	1,278	1,290	0	0.0	1,290	1,290	1,172
6. Human Capital	1,967	1,951	0	0.0	1,951	1,951	1,773
Total	180,721	180,250	-874	-0.5	179,376	179,376	162,963

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<u>B. Reconciliation Summary</u>	<u>Change</u> <u>FY 2020/FY 2020</u>	<u>Change</u> <u>FY 2020/FY 2021</u>
Baseline Funding	180,250	179,376
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)	-874	
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	179,376	
Fact-of-Life Changes (2020 to 2020 Only)		
Subtotal Baseline Funding	179,376	
Supplemental		
Reprogrammings		
Price Changes		3,066
Functional Transfers		
Program Changes		-19,479
Current Estimate	179,376	162,963
Less: Wartime Supplemental		
Normalized Current Estimate	179,376	

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III. Financial Summary (\$ in thousands)

<u>C. Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2020 President's Budget Request (Amended, if applicable)		180,250
1. Congressional Adjustments		-874
a. Distributed Adjustments		
b. Undistributed Adjustments		
1) Unjustified Growth: Across-the-board reduction to the Operation and Maintenance, Defense-Wide Account	-666	
2) Budget Justification Inconsistencies: Across-the-board reduction to the Operation and Maintenance, Defense-Wide Account	-208	
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2020 Appropriated Amount		179,376
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2020 Baseline Funding		179,376
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2020 Estimate		179,376
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2020 Normalized Current Estimate		179,376
6. Price Change		3,066
7. Functional Transfers		
8. Program Increases		3,066
a. Annualization of New FY 2020 Program		
b. One-Time FY 2021 Increases		
c. Program Growth in FY 2021		
1) Reflects projected FY program funding level prior to the Defense Wide Review adjustments.	3,066	
9. Program Decreases		-22,545

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III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
a. Annualization of FY 2020 Program Decreases		
b. One-Time FY 2020 Increases		
c. Program Decreases in FY 2021		
1) Defense Wide Review (DWR): Reduce Selected On Campus Courses	-13,000	
Costs allocated to sub-activities (Teaching: - \$10,405K; Curriculum Development: -\$1,141K; Performance Learning: -\$36K; Workflow Learning: - \$1,186K; Research: -\$90K; Human Capital: -\$142K) (FY 2020 Baseline: \$179,376 thousand; Baseline FTEs: 615; -22 FTEs)		
2) DWR: DAU Revised Management Structure	-9,135	
Costs allocated to sub-activities (Teaching: - \$7,311K; Curriculum Development: -\$800K; Performance Support: -\$25K; Workflow Learning: -\$833K; Research: -\$67K; Human Capital: -\$99K) (FY 2020 Baseline: \$179,376 thousand; Baseline FTEs: 615; -16 FTEs)		
3) Total Civilian Personnel Compensation: One less paid day in FY 2021	-410	
Costs allocated to sub-activities (Teaching: -\$329K; Curriculum Development: -\$36K; Performance Support: - \$1K; Workflow Learning: -\$37K; Research: -\$3K; Human Capital: -\$4K) (FY 2020 Baseline: \$179,376 thousand; Baseline FTEs: 615; +0 FTEs)		
FY 2021 Budget Request		162,963

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IV. Performance Criteria and Evaluation Summary:

Number of Students Trained*	Workload Actuals	Workload Estimate	Workload Estimate
	FY 2019	FY 2020	FY 2021
Classroom	45,077	48,000	50,000
Web-based	<u>153,399</u>	<u>160,000</u>	<u>160,000</u>
Total	198,476	208,000	210,000
	FY 2019 Actuals	FY 2020 Estimate	FY 2021 Estimate
Continuous Learning Module Completions Total (MEMO)	726,358	630,000	700,000
Army	44,036	39,520	39,900
Navy	51,955	72,800	73,500
Air Force	46,239	43,680	44,100
DoD	40,050	41,600	42,000
Other	16,196	10,400	10,500
Total	<u>198,476</u>	<u>208,000</u>	<u>210,000</u>

The DAU uses students trained as an efficient measure for mission performance. Students who successfully complete specified Defense Acquisition Workforce Improvement Act (DAWIA) course requirements are the key output measure. The ultimate goal is DAWIA certifications meet the mandates of Congressional legislation while improving the DoD acquisition

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IV. Performance Criteria and Evaluation Summary:

posture. The majority of effort occurs via web-based delivery to facilitate maximum learning flexibility.

* NOTE: The number of students trained does not reflect the impact of the DWR. These numbers are expected to change as decisions are finalized on the reduction of selected on-campus courses.

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IV. Performance Criteria and Evaluation Summary:

	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>
Cost per Grad (FY 2018: \$728)	\$911	\$862	\$776
\$ Chg from FY 2018	\$183	\$134	\$48
% Chg from FY 2018	25.1%	18.4%	6.6%
\$ Chg YoY	\$183	-\$49	-\$86
% Chg YoY	25.1%	-5.4%	-10.0%

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.

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V. <u>Personnel Summary</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Change FY 2019/ FY 2020</u>	<u>Change FY 2020/ FY 2021</u>
<u>Active Military End Strength (E/S) (Total)</u>	<u>30</u>	<u>43</u>	<u>43</u>	<u>13</u>	<u>0</u>
Officer	27	40	40	13	0
Enlisted	3	3	3	0	0
<u>Civilian End Strength (Total)</u>	<u>690</u>	<u>671</u>	<u>632</u>	<u>-19</u>	<u>-39</u>
U.S. Direct Hire	690	671	632	-19	-39
Total Direct Hire	690	671	632	-19	-39
<u>Active Military Average Strength (A/S) (Total)</u>	<u>30</u>	<u>43</u>	<u>43</u>	<u>13</u>	<u>0</u>
Officer	27	40	40	13	0
Enlisted	3	3	3	0	0
<u>Civilian FTEs (Total)</u>	<u>622</u>	<u>615</u>	<u>577</u>	<u>-7</u>	<u>-38</u>
U.S. Direct Hire	622	615	577	-7	-38
Total Direct Hire	622	615	577	-7	-38
Average Annual Civilian Salary (\$ in thousands)	177.8	183.4	185.6	5.6	2.2
<u>Contractor FTEs (Total)</u>	<u>165</u>	<u>153</u>	<u>127</u>	<u>-12</u>	<u>-26</u>

Civilian FTEs reductions were identified during the Defense Wide Review (DWR) in FY 2021 (-38 FTEs).

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

<u>OP 32 Line</u>	<u>FY 2019</u> <u>Actuals</u>	<u>Change</u> <u>FY 2019/FY 2020</u>		<u>FY 2020</u> <u>Enacted</u>	<u>Change</u> <u>FY 2020/FY 2021</u>		<u>FY 2021</u> <u>Estimate</u>
		<u>Price</u>	<u>Program</u>		<u>Price</u>	<u>Program</u>	
101 Exec, Gen'l & Spec Scheds	110,574	3,074	-835	112,813	1,737	-7,482	107,068
199 Total Civ Compensation	110,574	3,074	-835	112,813	1,737	-7,482	107,068
308 Travel of Persons	11,334	227	-1,858	9,703	194	-1,795	8,102
399 Total Travel	11,334	227	-1,858	9,703	194	-1,795	8,102
633 DLA Document Services	109	1	2	112	1	0	113
699 Total DWCF Purchases	109	1	2	112	1	0	113
771 Commercial Transport	0	0	5	5	0	0	5
799 Total Transportation	0	0	5	5	0	0	5
912 Rental Payments to GSA (SLUC)	5,425	109	0	5,534	111	-1,325	4,320
914 Purchased Communications (Non-Fund)	2,838	57	0	2,895	58	-300	2,653
915 Rents (Non-GSA)	168	3	0	171	3	0	174
917 Postal Services (U.S.P.S)	13	0	0	13	0	0	13
920 Supplies & Materials (Non-Fund)	576	12	0	588	12	-250	350
921 Printing & Reproduction	1,316	26	-467	875	18	-250	643
922 Equipment Maintenance By Contract	99	2	452	553	11	0	564
923 Facilities Sust, Rest, & Mod by Contract	7,508	150	-649	7,009	140	-1,850	5,299
925 Equipment Purchases (Non-Fund)	4,329	87	400	4,816	96	-2,800	2,112
932 Mgt Prof Support Svcs	11,465	229	-1,220	10,474	209	-1,508	9,175
957 Other Costs (Land and Structures)	936	19	0	955	19	-150	824
960 Other Costs (Interest and Dividends)	1	0	0	1	0	0	1
987 Other Intra-Govt Purch	1,821	36	0	1,857	37	0	1,894
989 Other Services	1,692	34	226	1,952	39	-217	1,774
990 IT Contract Support Services	20,517	410	-1,877	19,050	381	-1,552	17,879
999 Total Other Purchases	58,704	1,174	-3,135	56,743	1,134	-10,202	47,675
Total	180,721	4,476	-5,821	179,376	3,066	-19,479	162,963