

Fiscal Year (FY) 2005 Budget Estimates
Defense Acquisition University (DAU)



February 2004

APPROPRIATION HIGHLIGHTS
DEFENSE ACQUISITION UNIVERSITY
Fiscal Year (FY) 2005 Budget Estimates
(Dollars in Millions)

<u>Appropriation Summary</u>	FY 2003	Price	Program	FY 2004	Price	Program	FY 2005
Operation and Maintenance, Defense-Wide	<u>Actual</u>	<u>Change</u>	<u>Change</u>	<u>Estimate</u>	<u>Change</u>	<u>Change</u>	<u>Estimate</u>
Budget Activity 3:							
Training & Recruiting	103,894	1,857	-2,603	103,148	1,529	-1,145	103,532

Description of Operations Financed:

The Defense Acquisition University (DAU) is a corporate University providing mandatory, assignment specific, and continuing education courses for military and civilian personnel serving in 11 acquisition career fields. Its mission is to educate and train professionals for effective service in the Defense acquisition system. Authorized by 10 U.S.C. 1746, and chartered by DoD Directive 5000.57, the DAU began operating on August 1, 1992.

The DAU coordinates the DoD acquisition education and training program to meet the training requirements of more than 130,000 personnel serving in acquisition positions. Through its campuses, the DAU sponsors acquisition curriculum and instructor training to provide a full range of basic, intermediate, and advanced courses that support the career goals and professional development of the acquisition workforce. In addition, the DAU fosters research, publications, symposia, and consulting in areas related to the acquisition functional areas.

Narrative Explanation of Changes:

The Defense Acquisition University's entire budget is devoted to the training and education of Acquisition personnel. Program decrease between FY 2004 and FY 2005 is due to the one-time Congressional Add of \$2.6M for Distance Learning & Performance and a \$1.7M increase for course conversions and course modernization.

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 Summary of Increases and Decreases

	<u>BA 3</u>	<u>Total</u>
FY 2004 President's Budget Request	101,695	101,695
1. Congressional Adjustment		
a) Distributed	2,600	2,600
b) General Provisions	(1,083)	(1,083)
c) Earmarks	(64)	(64)
FY 2004 Appropriated Amount	103,148	103,148
2. Program Changes	0	0
Revised FY 2004 Estimate	103,148	103,148
3. Price Change	1,529	1,529
4. Program Increases		
a) Program Growth in FY04		
i) Course Modernization	1,620	1,620
5. Program Decreases		
a) One-time FY 2004 Costs		
i) Distance Learning	(2,634)	(2,634)
ii) Civilian Pay	(131)	(131)
FY 2005 Budget Request	103,532	103,532

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 Personnel Summary

	<u>FY</u> <u>2003</u>	<u>FY</u> <u>2004</u>	<u>FY</u> <u>2005</u>	<u>FY</u> <u>2006</u>	Change <u>FY 2004/</u> <u>FY 2005</u>	Change <u>FY 2005/</u> <u>FY 2006</u>
<u>Active Military End Strength (E/S)</u> (Total)	<u>115</u>	<u>115</u>	<u>115</u>	<u>115</u>		
Officer	78	78	78	78		
Enlisted	37	37	37	37		
 <u>Active Military Average Strength (A/S)</u> (Total)	 <u>115</u>	 <u>115</u>	 <u>115</u>	 <u>115</u>		
Officer	78	78	78	78		
Enlisted	37	37	37	37		
 <u>Civilian End Strength (Total)</u>						
U.S. Direct Hire	423	425	425	425		
 <u>Civilian FTEs (Total)</u>						
U.S. Direct Hire	417	421	421	421		
 <u>Outyear Summary</u>	 <u>FY 2007</u>	 <u>FY 2008</u>	 <u>FY 2009</u>	 <u>FY 2010</u>		
Military End Strength	115	115	115	115		
Civilian FTEs	421	421	421	421		

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Summary of Price and Program Changes

	FY 2003	FOREIGN CURRENCY		PROGRAM GROWTH	FY 2004	
		RATE	PRICE			
	<u>ACTUALS</u>	<u>DIFFERENCE</u>	<u>PERCENT</u>	<u>AMOUNT</u>	<u>GROWTH</u>	<u>ESTIMATE</u>
CIVILIAN PERSONNEL COMPENSATION						
101 Executive, General & Special Schedule	43,366		2.5	1,095	-675	43,786
103 Wage Board	379		4.1	16		395
106 Benefits to Former Personnel	5		4.1		-5	
199 TOTAL CIVILIAN PERSONNEL COMPENSATION	43,750			1,111	-680	44,181
TRAVEL						
308 Travel of Persons	20,856		1.3	271		21,127
399 TOTAL TRAVEL	20,856			271		21,127
PRINTING AND PUBLICATION SERVICES						
633 Defense Publication and Printing Svc	1,253		-2.0	-25	411	1,639
699 TOTAL PRINTING & PUBLICATION SVCS	1,253			-25	411	1,639
OTHER PURCHASES						
912 Rental Payment to GSA (SLUC)	1,229		1.7	21	947	2,197
914 Purchased Communications (non IF)	798		1.3	10	80	888
915 Rents (non GSA)	44		1.3	1		45
920 Supplies and Materials (non SF)	3,383		1.3	44	-2,031	1,396
922 Equipment Maintenance by Contract	126		1.3	2		128
923 Facilities Maintenance by Contract	379		1.3	5		384
925 Equipment Purchases (non SF)	3,382		1.3	44	-669	2,757
932 Management and Professional Support Sv	1,806		1.3	23		1,829
989 Other Contracts	26,888		1.3	350	-661	26,577
999 TOTAL OTHER PURCHASES	38,035			500	-2,334	36,201
TOTAL	103,894			1,857	-2,603	103,148

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Operation and Maintenance, Defense-Wide
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Summary of Price and Program Changes

	FY 2004 <u>ESTIMATE</u>	FOREIGN CURRENCY RATE <u>DIFFERENCE</u>	PRICE <u>PERCENT</u>	GROWTH <u>AMOUNT</u>	PROGRAM <u>GROWTH</u>	FY 2005 <u>ESTIMATE</u>
CIVILIAN PERSONNEL COMPENSATION						
101 Executive, General & Special Schedule	43,786		1.6	712	-129	44,369
103 Wage Board	395		1.6	6		401
199 TOTAL CIVILIAN PERSONNEL COMPENSATION	44,181			718	-129	44,770
TRAVEL						
308 Travel of Persons	21,127		1.4	296		21,423
399 TOTAL TRAVEL	21,127			296		21,423
PRINTING AND PUBLICATION SERVICES						
633 Defense Publication and Printing Svc	1,639		0.3	5		1,644
699 TOTAL PRINTING & PUBLICATION SVCS	1,639			5		1,644
OTHER PURCHASES						
912 Rental Payment to GSA (SLUC)	2,197		1.5	33		2,230
914 Purchased Communications (non IF)	888		1.4	12		900
915 Rents (non GSA)	45		1.4	1		46
920 Supplies and Materials (non SF)	1,396		1.4	20		1,416
922 Equipment Maintenance by Contract	128		1.4	2		130
923 Facilities Maintenance by Contract	384		1.4	5		389
925 Equipment Purchases (non SF)	2,757		1.4	39		2,796
932 Management and Professional Support Sv	1,829		1.4	26		1,855
989 Other Contracts	26,577		1.4	372	-1,016	25,933
999 TOTAL OTHER PURCHASES	36,201			510	-1,016	35,695
TOTAL	103,148			1,529	-1,145	103,532

DEFENSE ACQUISITION UNIVERSITY
Operation and Maintenance, Defense-Wide
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Budget Activity 3: Recruitment and Training

I. Description of Operations Financed:

Authorized by Title 10, United States Code 1746 and chartered by DoD Directive 5000.57, the Defense Acquisition University (DAU) was established August 1, 1992. Its mission is to provide practitioner training and services to enable the DoD Acquisition, Technology, and Logistics (AT&L) community to make smart business decisions and deliver timely and affordable capabilities to the warfighter.

Using the AT&L Performance Learning Model (PLM) as a template, the University coordinates education and training programs to meet the career-long training requirements of more than 130,000 DoD AT&L personnel. DAU provides a full range of basic, intermediate, and advanced curriculum training, as well as assignment-specific and continuous learning courses to support the career goals and professional development through performance support, rapid deployment training on emerging acquisition initiatives, online communities of practice, and continuous learning modules.

Adaptability, speed, and customer-targeted training are qualities valued by the AT&L Workforce. Our strategic plan is focused on aggressively moving forward with distance learning, knowledge management, and the transition to a case-based training environment. Through the strategic plan, we are building an organizational culture that empowers the DAU workforce, encourages innovation, and establishes strategic alliances and partnerships with the private sector and field organizations. The result should be a more responsive and agile DAU organization. We are implementing these initiatives, including case-based training; faculty renewal and development; distance learning; and improved, targeted training.

Dramatic economic and political changes have forced America and the DoD to re-think our business processes. The DAU is structured to meet this rapidly changing business and acquisition environment. It is critical that we prepare the AT&L Workforce for new ways of doing business by improving acquisition training to develop better business practices.

Secretary of Defense Donald H. Rumsfeld, in his confirmation testimony on January 11, 2001, before the Senate Armed Services Committee, made the following statement:

"The legacy of obsolete institutional structures and processes and organizations does not merely create unnecessary cost, which of course it does; it also imposes an unacceptable burden on national defense."

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I. Description of Operations Financed: (continued)

In direct alignment with the Secretary's statement, key attributes of the DAU organization structure are:

1. Clear division of responsibility between DAU staff and DAU line organizations;
2. Alignment of main campus centers to major AT&L workforce locations;
3. Regional responsibility assigned to the five main campus centers (Capital & Northeast (Ft. Belvoir, VA), Mid-Atlantic (Pax River), South (Huntsville, AL), Mid-West (Dayton, OH), and West (San Diego, CA));

DAU's organization concept emphasizes teambuilding and establishing smart, efficient, and streamlined processes. Our goal is a mission-focused, customer-driven, cost-efficient organization. Projected staffing requirements are commensurate with this effort.

Our strategic plan is focused on aggressively moving forward with distance learning, knowledge management, and the transition to a case-based training environment. Through the strategic plan, we are building an organizational culture that empowers the DAU workforce, encourages innovation, and establishes strategic alliances and partnerships with the private sector and field organizations. The result will be a more responsive and agile DAU organization. To move DAU forward, establish a collaborative and teaming environment, and improve the efficiency of our existing and proposed training, the following Fast-Track initiatives support the DAU vision and organizational structure:

- **Revision of Program Management (PM) Training Curriculum.** Distance learning/web-based training is applied to the PM career field wherever appropriate. DAU offers ACQ-101, the Fundamentals of Systems Acquisition Management, in distance-learning format. The new PMT-2XX PM Tools Course and ACQ 201, Intermediate Systems Acquisition, are being designed and developed in a web-based training format. The new PMT 3XX PM Course and revised PMT-302N Advanced PM Course (APMC) will also employ technology-based learning formats. In the future, the APMC will be attended by a highly select group of students.

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I. Description of Operations Financed: (continued)

It will consist of a case-based training format that is better focused and clearly targeted for senior acquisition leaders.

- **Critical Thinking and Case-Based Curriculum.** Critical thinking will be a central theme throughout all DAU courses, especially level III courses. The curriculum will be scenario-based and/or case-based and will depict contemporary and emerging problems students will encounter on the job. The source for the problems will be program management offices and senior acquisition leadership. Our goal is to ensure that we provide the Acquisition, Technology and Logistics Workforce (AT&LWF) with the right knowledge and skill sets to consistently shape smart business deals.
- **Functional Integrated Process Team/Overarching Integrated Process Team (FIPT/OIPT).** Successfully "jump-starting" the FIPT/OIPT is a top priority. With increased momentum, we will promote teamwork and a collaborative atmosphere for this advisory process, which is critical to the development of training in a dynamic and rapidly changing environment. Meetings will be held among all key stakeholders to move the FIPT/OIPT processes forward. Roles and responsibilities will be mapped out and assigned. Periodic reviews and continuous teaming and coordination will be conducted to ensure progress as we improve the quality of all the Acquisition, Technology and Logistics Workforce.
- **Knowledge Management.** DAU will work closely with the Office of the Secretary of Defense (OSD) and the Services to establish an Acquisition Knowledge Management Center (AKMC) with key Communities of Practice (CoP). We have already initiated baseline actions and look forward to teaming with the Air Force, Army, Navy, and key functional leaders. For example, the Defense Systems Management College will develop and maintain the Program Management CoP, and we are teaming with the Director of Defense Procurement, OSD, in establishing the contracting CoP.

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I. Description of Operations Financed: (continued)

- **Faculty Development and Currency.** DAU faculty will undergo an intense and thorough development program to obtain case-study writing skills, facilitation skills, applied research skills, and targeted consulting skills. We will do more consulting and research to ensure that faculty members stay current within their respective areas and abreast of the contemporary and emerging problems. We will aggressively recruit and maintain a world-class faculty.
- **Strategic Alliances.** DAU will form strategic alliances with key partners throughout DoD and commercial enterprises. Alliances will be formed with key partners in price-based acquisition, alternate dispute resolution, training development and delivery, benchmarking/metrics, performance-based services contracting, business-case development, reduced total ownership cost, and others. The goal is to team with best in class partners.
- **Change Management Center.** DAU is the "natural fit" for the strategic alliance initiative and continuation of the Change Management Center. We will work aggressively with the current Change Management Center to develop a corporate university structure that will operate as a catalyst for change. The new move will allow DAU and the acquisition community to take full advantage of the facilities and other resources at the Defense Systems Management College (DSMC).
- **Supporting the New "5000" Changes.** DAU curriculum will be revised to reflect changes in the DoD "5000" series publications. These changes will be reflected on websites and in DAU publications, as well. Internal and external forums will be conducted to help disseminate the changes. Targeted consulting will be offered to program offices to demonstrate how the new changes may/will impact acquisition strategies.
- **Budget Reassessment and Realignment.** DAU is faced with a tough budget environment as are all DoD organizations. In response to new priorities established by the acquisition senior leadership, we must reprioritize our requirements within the existing budget

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I. Description of Operations Financed: (continued)

framework. These new priorities will be debated and coordinated as we move forward. The Acquisition, Technology and Logistics Workforce (AT&LWF) training requirements will be reassessed in light of changing needs to ensure that DAU is aligned with our customers' needs. The move to a case-based training environment, increased emphasis on distance learning, and job-specific targeted training will require shifting priorities and the reallocation of funding.

- **Organizational Reengineering Study.** A special DAU study team recently completed a reengineering study that focused on improving the DAU organizational structure from both a business and an academic perspective. The study results are now being implemented. DAU is becoming more customer-centric. The new five campus configuration closely aligns DAU services with the major Acquisition, Technology and Logistics (AT&L) workforce concentrations, with no additional DAU personnel requirements. The reengineering also concentrates on reducing the time away from home and office for the AT&L.
- **Core Processes.** DAU is revising its key processes, players, actions, and timelines. These processes will be graphically mapped. Posting these maps on the DAU web site will help communicate roles and responsibilities. Among the core processes identified are curriculum design and development, course equivalency, continuing education units (via International Association for Continuing Education and Training), course credits (via American Council on Education), student registration, knowledge management, administration and services, research and consulting, and performance support.
- **Faculty Workload Model and Accounting Process.** A recent Corporate University Rapid Improvement Team suggested that DAU change from *strictly certification* training to more *performance support*. As such, DAU will develop integrated research, instructional, and service unit-while balancing workload, resources, faculty skills, and measuring performance and achievement. Simultaneously, DAU will develop a faculty workload plan and resource allocation model to identify gaps in current expertise, optimize competencies, and balance workload in research, teaching, and support services.

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I. Description of Operations Financed: (continued)

- **Cost Management.** As DoD moves to more of a business orientation, cost management becomes an integral part of this focus. To better understand the activities and processes that drive DAU costs, a cost management system that aligns with key performance metrics is currently being designed and is scheduled for implementation in FY 2002. The data from this system will help DAU management take actions to become more cost effective.
- **Metrics and Training Assessment.** Performance measurement (or metrics) historically remains the missing piece of strategic planning for most organizations. DAU's metrics program is focused on a balanced approach that analyzes key organizational results. It highlights how well DAU services its customers, manages its resources, grows its faculty and staff, and produces value from its core processes. In addition, DAU has entered into partnership with the Jack Phillips Center for Research and Evaluation, a division of Franklin Covey, to help better assess student satisfaction, learning, and on-the-job improvements.
- **E-Learning Road Map.** Key to future performance of the Acquisition, Technology and Logistics (AT&L) workforce is the availability of knowledge, just-in-time learning, and performance support tools and techniques. The DAU e-Learning Road Map encompasses the use of knowledge management, just-in-time web-based instruction, and on-line performance support tools. Knowledge management will focus on the development of various Communities of Practice (CoPs). These CoPs will showcase functional content, best practices, and lessons learned for the AT&L workforce. Web-based instruction will be in the form of certification training and continuous learning modules to keep the AT&L workforce knowledgeable and informed regarding new and evolving concepts, policies, and practices. The AT&L workforce will achieve "day-one" performance through the careful design of these just-in-time learning and performance support tools. Our vision is that knowledge management, web-based instruction, and performance support tools will be leveraged from the same database, thereby gaining two advantages: making the posting

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I. Description of Operations Financed: (continued)

and disseminating of changes more efficient and consequently keep the AT&L workforce current.

- **Reengineer Contract Training.** In partnership with the contracting community, DAU is reengineering workforce training and performance support. Based on a current needs assessment, DAU is working to provide updated, business-oriented, core-and targeted-training. The new curriculum will reflect the 21st Century role of the contracting professional. In addition, DAU will powerfully equip the workforce with new continuous learning opportunities and web-based Communities of Practice. Enhancements will include leveraging technology as well as increasing emphasis on commercial practices, performance-based acquisition, Services acquisition, and business in an e-environment.
- **Expand Consulting/Performance Support.** DAU has established a corporate commitment, as one of its key missions, to provide assistance to acquisition users in support of their various missions. These performance support efforts range from answering simple questions under the "Ask-a-Professor" program, to intensive process consulting efforts, to designing a targeted training program unique to the specific user. The DAU faculty provides these performance support efforts and brings a varied and significant level of experience to the acquisition community. DAU's performance support efforts cover a full spectrum—first and foremost, across all levels of the acquisition community, and then on a fee-for-service basis for various government departments and agencies, industry, and allied nations.
- **Course Equivalency.** Recently, DAU updated its policy and process to ensure thorough but streamlined equivalency reviews of its courses. Currently, DAU is working with DoD, other government agencies, industry, academic institutions, and professional organizations to certify more training opportunities for the Acquisition, Technology and Logistics (AT&L) workforce so they may receive credit for the variety of training opportunities available, in addition to the DAU courses. The overall objective is to maximize training and education opportunities for the acquisition workforce.

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II. Force Structure Summary: N/A

Civilian Pay. The Defense Acquisition University currently employs over 400 civilian Faculty and Staff. Beginning in FY 2003, Defense Acquisition University will be participating in the DoD Civilian Acquisition Workforce Demonstration Project (Acq Demo). In the FY 1996 DoD Authorization Act, DoD was given the authority, with approval of the Office of Personnel Management, to conduct a personnel demonstration project for the acquisition workforce. The authority is a critical piece of the larger Acquisition Reform effort. The objective of this Demo is to further enhance the quality, professionalism, and management of the DoD acquisition workforce through improvements in the efficiency and effectiveness of the Human Resources management system.

e-Learning. The Defense Acquisition University's e-Learning strategy involves both internal and external initiatives. Internally, we are leveraging technology and electronically linking faculty and staff across all locations. Cross-campus collaboration will powerfully improve our ability to add **SPEED, AGILITY, and Quality** into all of our products and services. Our external e-learning initiatives are expanding the REACH of our training products, driving down the cost of training, and improving the overall quality of learning experiences. Our e-Learning philosophy goes beyond training to include the delivery of information and tools that improve performance and build virtual communities of practice. DAU has also begun its development and maintenance of a digital repository of knowledge, objects, and products to support certification courses, continuous learning, communities of practice, and performance support. Existing courses were migrated and/or redesigned into multiple Sharable-Content Object (SCO) elements suitable for placement in searchable, modular Knowledge Management (KM) digital repositories. DAU has also formed a partnership with the Department of Navy Acquisition Reform Office (DON ARO) to develop a performance support community of practice network for program managers. It provides anywhere, anytime program management support through a Web portal.

Student Travel. The Defense Acquisition University (DAU) is a corporate University providing mandatory, assignment specific, and continuing education courses for more than 130,000 personnel (Military and Civilian), Service-Wide, serving in acquisition positions.

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DAU provides travel funds to the Service students to cover travel & per diem costs for the personnel that are brought to the various DAU campuses to be trained.

Regions. To promote a more customer-centric approach and improve efficiency, DAU implemented a complete realignment of its organizational structure. The new DAU organization resulted from an internal process action team and an outside, senior-level review approved on August 1, 2001, by the Under Secretary of Defense (AT&L). Creation of regionally focused centers located near major customers and significant student populations will promote more on-site training and increased performance support and continuous learning opportunities. The Fort Belvoir (Virginia) and Wright-Patterson (Ohio) locations were already established; the Huntsville (Alabama) location opened in February 2002; the Patuxent River (Maryland) location opened in April 2002; and the San Diego location will become fully operational in FY 2004.

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III. Financial Summary

(Dollars in Thousands)

	FY 2003 <u>Actuals</u>	FY 2004			FY 2005 <u>Estimate</u>
		<u>Budget Request</u>	<u>Approp</u>	<u>Current Estimate</u>	
A. Budget Activity 3					
1. Recruitment & Training					
Civilian Pay	43,750	44,181	44,181	44,181	44,770
e-Learning	14,456	15,831	15,831	15,831	15,328
Travel	20,856	21,127	21,127	21,127	21,402
Regions	<u>24,832</u>	<u>20,556</u>	<u>22,009</u>	<u>22,009</u>	<u>22,032</u>
Total	103,894	101,695	103,148	103,148	103,532

B. Reconciliation Summary:

	Change <u>FY 2004/FY 2004</u>	Change <u>FY 2004/FY 2005</u>
Baseline Funding	101,695	103,148
Congressional Adjustments		
Distributed	2,600	
Undistributed		
General Provisions	(1,083)	
Congressional Earmarks	(64)	
Price Change		1,529
Functional Transfers/Reprogramming		
Program Change		(1,145)
Current Estimate	103,148	103,532

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C. <u>Reconciliation of Increases and Decreases:</u>	<u>(Dollars in Thousands)</u>
FY 2004 President's Budget Request	101,695
Congressional Adjustments (Distributed)	
Distance Learning & Performance	2,600
Total Congressional Adjustments (Distributed)	2,600
Congressional Adjustments (General Provisions)	
Section 8094 - Professional Support Services	-585
Section 8126 - Management Efficiencies	-498
Total Congressional Adjustments (General Provisions)	-1,083
Congressional Earmarks	
Section 8044 - Indian Lands Environmental Impact	-64
Total Congressional Earmarks	-64
FY 2004 Appropriated Amount	103,148
FY 2004 Current Estimate	103,148
Price Increase	1,529
Program Increases	
a) <u>Course Modernization/Conversion.</u> Funds are for course conversions and modernization to include developing curriculum and learning products to support Contracting, Logistics, Systems Engineering, Science and Technology courses. In addition, to analyze courses to ensure they are delivered in the most efficient manner, and to implement a DAU Applied Academic Research Program to Support the DoD AT&L Community and DAU Learning Assets.	1,620
Total Program Increase	1,620

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Program Decreases

a) <u>Distance Learning & Performance</u> . Funds were a one-time add by Congress in FY 2004 for Distance Learning & Performance	-2,634	
b) <u>Civilian Pay</u> . Decrease is due to extra paid day in FY 2004.	-131	
Total Program Decrease		-2,765
FY 2005 Budget Request		103,532

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IV. Performance Criteria and Evaluation Summary:

	<u>Actual FY 2003</u>	<u>Workload Estimate FY 2004</u>	<u>Workload Estimate FY 2005</u>	<u>Workload Estimate FY 2006</u>
Number of Offerings				
Resident	872	819	912	912
On-Site	373	427	436	436
Web-based	632	230	230	230
Total	1,877	1,476	1,578	1,578
 Number of Students Trained				
Army	14,650	20,062	15,281	15,281
Navy	17,913	22,432	26,522	26,522
Air Force	14,739	16,480	20,880	20,880
DoD	6,638	8,814	9,302	9,302
Other	4,236	1,279	2,639	2,639
Total	58,176	69,067	74,624	74,624

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V. Personnel Summary

	<u>FY 2003</u>	<u>FY 2004</u>	<u>FY 2005</u>	<u>FY 2006</u>	<u>Change</u> <u>FY 04/FY 05</u>	<u>Change</u> <u>FY 05/FY 06</u>
Active Mil End Strength						
Officer	78	78	78	78	-	-
Enlisted	37	37	37	37	-	-
TOTAL	115	115	115	115	-	-
Civilian End Strength						
US Direct Hire	423	425	425	425	-	-
Active Mil Avg Strength						
Officer	78	78	78	78	-	-
Enlisted	37	37	37	37	-	-
TOTAL	115	115	115	115	-	-
Civilian FTEs						
US Direct Hire	417	421	421	421	-	-