FY 2008 PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	FSA PRIORITY	1- Federal Student Aid Systems Integration and Technology Solution Initiatives	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Ongoing Operational Initiatives
											Objectives			
TIER 1 - ANNUAL ACTIVITIES														
1.1	Prepare for and Implement Statutory and Regulatory Changes	Bus Ops - Immediate Office	Szabo/ Curran	Enhancements need to be made and communication needs to be provided for the changes related to the CCRAA and Regulation changes for 2007. These enhancements have been uniquely identified as 64 separate changes.	Results: Successful implementation that allows the changes available to students, borrowers or the community to be in place within FY 08 and available for the required effective date for each change. Milestones -Implementation of 10/1/07 Changes -Implementation of 7/1/08 Changes -Complete requirements of 9/10 Changes	10/1/07	9/30/08	X						
1.2	Loan Delivery and Management Process Continue Implementation of target state vision via ESP	Bus Ops - Immediate Office	Szabo/ Eliadis	Improve the data stored in FSA to reduce redundancy, data quality issues, processing, training and oversight.	Results: FFEL Business Process and Data Standardization: -"To be" Business process maps -Standardized FFEL Data elements -Business requirements -Procurement process -Draft SOW -As is FSA Data Flows with incorporating new flows from FFELP and Default -Begin requirements gathering for Vision Milestones: FFEL Business Process and Data Standardization -SOW for Phase III 8/1/08; Award 9/15/08 Reengineer DMCS &CDDTS -PR for Requirements 11/15/07; Award 11/25/07; POP 11/25/07 - 9/30/08 Overall Analysis of Aid Data Management -SOW 4/1/08; Award 5/1/08; POP 5/1/08 - 4/30/09 (FYE08 9/30/08)	10/1/07	9/30/08	X						
1.3	Implement e-CDR Appeals process.	Bus Ops - Immediate Office	Phillips	Automating the appeals process will be a continuation of FSA's efforts to reduce cohort default rates by simplifying and reducing the time it takes for schools, data managers and FSA to review and correct borrower data.	- Complete prototype of application 11/30/07. - Complete application testing 1/15/08. - Publish required System of Record Notification (SORN) 1/30/08. - Implement eCDR Appeals for FY06 draft CDR cycle 2/11/08.	10/1/07	2/28/08			X			X	

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									1- Federal Student Aid Systems Integration and Technology Solution Initiatives	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Ongoing Operational Initiatives
1.4	Monitor close-out of the Voluntary Flexible Agreement (VFA) program and address issues associated with the transition to a non-VFA environment.	Bus Ops - Immediate Office	Phillips	Support the Secretary's priority prepare for and implement statutory and regulatory changes and reduce program costs by addressing the potential risks to the Federal Family Education Loan (FFEL) program, the Department, and the taxpayer associated with transition of five guaranty agencies from VFA agreements back to the pre-existing guarantor agreements.	Analyze and document risks associated with the transition by 12/31/07. - Develop and publish a transition plan that addresses identified risks by 3/30/08. -Execute plan to transition VFA guaranty agencies to pre-existing agreements effective 9/30/08.	10/1/07	9/30/08			X	X		X	
1.5	Collect & review methodology for calculating cure rate as defined by Guaranty Agencies.	Bus Ops - Immediate Office	Phillips	Support Secretary's priority to improve compliance and oversight and to reduce program administration costs by identifying a standard methodology for calculating the rate at which guaranty agencies resolve delinquencies.	-Identify and document the current methodologies used by guaranty agencies to calculate delinquency cure rates by 3/31/08. -Develop and document recommendations for collecting and calculating delinquency cure rates by 6/30/08.	10/1/07	6/30/08			X	X			
1.6	Identify successful and less than successful initiatives utilized by VFA's to reduce delinquency and default.	Bus Ops - Immediate Office	Phillips	Support Secretary's priority to improve compliance and oversight and to reduce program administration costs by analyzing and documenting results of VFA pilot program in reducing delinquency and default.	- Identify and document the criteria necessary to evaluate the VFA pilot program by 12/31/07. - Collect the historical data necessary to analyze the results of the program evaluation criteria by 5/31/08. - Publish an internal "white paper" documenting the overall evaluation of the VFA pilot program by 9/30/08.	10/1/07	9/30/08			X	X			
1.7	Complete validation of the unpaid refund discharges to students per instructions from the Department of Justice.	Bus Ops - Immediate Office	Phillips	Support Secretary's priority to improve compliance and oversight and to improve program integrity by validating ED and GA processing of unpaid refunds to former students.	Complete validation effort and document results by 12/31/07.	10/1/07	12/31/07			X				

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									1 - Federal Student Aid Systems Integration and Technology Solution Initiatives	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Ongoing Operational Initiatives
1.8	Review, validate and update queries for GA, School, and state CDR calculations.	Bus Ops - Immediate Office	Phillips	A review and validation process should be conducted every two years to insure that assumptions are still valid. This process should also identify changes in the portfolio mix that may impact the calculation and reflect a need to evaluate the assumptions utilized.	-Completion of a review and validation of the queries utilized for CDR draft calculation 1/31/08. -Implement changes to assumptions if appropriate for official CDR calculation for FY 06 by 6/30/08.	10/1/07	7/31/08			X				
1.9	Continually monitor and report on accomplishments related to the President's Management Agenda's (PMA) "Eliminate Improper Payments" initiative.	Bus Ops - Immediate Office	Ackermann/ Leifeste/ White	Actively address the reduction of estimated improper payments as required through the Improper Payment Information Act.	Provide monthly reports on this item based on status reports on other annual plan activities related to President's Management Agenda (PMA) "Eliminate Improper Payments" initiative. Execute IRS Match Pilot Plan as agreed upon with OMB. Comply with Improper Payments Information Act of 2002 Legislation. Report estimated improper payments and report results and other items related to this initiative as needed.	10/1/07	9/30/08			X				X
1.10	POC ASSESSMENT: Complete FSA credit reform planned actions per the FY 2008 Proud to Be document	Bus Ops - Immediate Office	Phillips		# Action Completed by Fiscal Year End. O = All but 2 planned actions completed HS = All but 4 planned actions completed FS = All but 6 planned actions completed MS = All but 9 planned actions completed REPORT Quarterly: Current Status- Accomplishments/Issues Current Measurement	10/1/07	9/30/08							
TIER 1 - ANNUAL ACTIVITIES														
2.1	Improve Application, Operation and Delivery Service customer interaction through customer feedback.	Bus Ops - App, Ops & Del Srvs	Roemer/ Leith	Customer feedback should drive product development and communication.	-Track the topics of inquiries received by R&CCC by reviewing the R&CCC tracking system on a quarterly basis. -Provide quarterly reports on inquiry topics to Research and Publications for development of additional guidance or additional information that could be incorporated into the subsequent Federal Student Aid Handbook. -Monitor customer feedback and identify at least one needed change to a system or procedure as a result of customer feedback. -Maintain a COD customer satisfaction score within the confidence interval around the 2007 ACSI result (79.48 - 82.52).	10/1/07	9/30/08						X	X

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									1- Federal Student Aid Systems Integration and Technology Solution Initiatives	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Ongoing Operational Initiatives
2.1.1	Improve customer service to schools by monitoring customer input at the Research & Customer Care Center (R&CCC).	Bus Ops - App, Ops & Del Srvs	Roemer	Federal Student Aid needs to assure that customers find value in its products and services.	-Track the topics of inquiries received by R&CCC by reviewing the R&CCC tracking system on a quarterly basis. -Provide quarterly reports on inquiry topics to Research and Publications for development of additional guidance or additional information that could be incorporated into the subsequent Federal Student Aid Handbook. -Monitor customer feedback and identify at least one needed change to a system or procedure as a result of customer feedback.	10/1/07	9/30/08						X	X
2.1.2	Monitor customer feedback for Common Origination and Disbursement (COD).	Bus Ops - App, Ops & Del Srvs	Leith	Federal Student Aid needs to assure that customers find value in its products and services.	-Maintain a COD customer satisfaction score within the confidence interval around the 2007 ACSI result (79.48 - 82.52).	10/1/07	9/30/08						X	X
2.2	**Manage Application Processing System [Central Processing System (CPS), Free Application for Federal Student Aid (FAFSA) on the Web (FOTW), Federal Student Aid PIN Web site, Financial Aid Administrators (FAA) Access to CPS Online, Participation Management (PM), the Institutional Student Information Report (ISIR) Data mart, and related application products].**	**Bus Ops - App, Ops & Del Srvs**	**Leith**	**Federal Student Aid must process student application information and deliver those results to delivery partners.**	**- Successfully implement the CPS for the 2008-09 processing cycle on 1/1/2008. The CPS daily production schedule will be met no less than 99% of the time, and reprocessing of records is limited to no more than one instance per month. - Conduct system performance testing and perform careful analysis of capacity needs so that the system can handle all application activity, including activity during peak application periods.**	**10/1/07**	**9/30/08**						X	X
2.3	**Deliver Electronic Data Exchange (EDExpress) PC products to schools.**	**Bus Ops - App, Ops & Del Srvs**	**Leith**	**EDExpress PC products are for schools to use in sending and receiving application and disbursement-related information electronically to manage student eligibility determination and awarding of Title IV grants and loans.**	**-Deliver 508-compliant Global, Application Processing, Packaging and Direct loan modules on schedule modified to print the new Direct PLUS Loan MPN and modified to handle any new TG numbers issued for use on the SAIG for the 2007-2008 award cycle. The product is scheduled for release on October 19, 2007. -Deliver 508-compliant Global, Application Processing, and Packaging modules on schedule for the 2008-09 award cycle. The product is scheduled for release on 1/2/08. -Deliver 508-compliant Grant (Pell Grant, ACG, National SMART Grant) module and Direct Loan (Subsidized, Unsubsidized, PLUS for parent and graduate/professional student borrowers) module on schedule for the 2008-2009 award cycle. This product is scheduled for release on 3/31/08. -Deliver 508-compliant utility product for cash management, database rebuild, compare of SAS to EDExpress database for management of Direct Loan portfolio and end of year reconciliation, on schedule for the 2008-09 award cycle. This product is scheduled for release on 7/11/08.**	**10/1/07**	**9/30/08**			X			X	X

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									1- Federal Student Aid Systems Integration and Technology Solution Initiatives	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Ongoing Operational Initiatives
2.3.1	Deliver 2007-2008 EDExpress Release 3.1, consisting of new PLUS MPN print capability and ability to handle new alphanumeric TG numbers for SAIG access.	Bus Ops - App, Ops & Del Srvs	Leith		Deliver 508-compliant Global, Application Processing, Packaging and Direct loan modules on schedule modified to print the new Direct PLUS Loan MPN and modified to handle any new TG numbers issued for use on the SAIG for the 2007-2008 award cycle. The product is scheduled for release on 10/19/07. A successful release is one that requires no more than one service release within 90 days of the date the software was initially released. The success measurement date is 1/17/08.	10/19/07	1/17/08			X			X	X
2.3.2	Deliver the 2008-2009 EDExpress Release 1.0 software, consisting of the Global, Application Processing, and Packaging modules.	Bus Ops - App, Ops & Del Srvs	Leith		Deliver 508-compliant Global, Application Processing, and Packaging modules on schedule for the 2008-09 award cycle. This product is scheduled for release on 1/2/08. A successful release is one that requires no more than one service release within 90 days of the date the software was initially released. The success measurement date is 4/1/08.	10/1/07	4/1/08			X			X	X
2.3.3	Deliver the 2008-2009 EDExpress Release 2.0 software, consisting of the COD module comprised of the Pell Grant, ACG, and National SMART Grant module and the Direct Loan module.	Bus Ops - App, Ops & Del Srvs	Leith		Deliver 508-compliant Grant (Pell Grant, ACG, National SMART Grant) module and Direct Loan (Subsidized, Unsubsidized, PLUS for parent and graduate/professional student borrowers) module on schedule for the 2008-2009 award cycle. This product is scheduled for release on 3/31/08. A successful release is one that requires no more than one service release within 90 days of the date the software was initially released. The success measurement date is 6/29/08.	10/1/07	6/29/08			X			X	X
2.3.4	Deliver the 2008-2009 EDExpress Direct Loan Tools v8.0 software.	Bus Ops - App, Ops & Del Srvs	Leith		Deliver 508-compliant utility product for cash management, database rebuild, compare of SAS to EDExpress database for management of Direct Loan portfolio and end of year reconciliation, on schedule for the 2008-09 award cycle. This product is scheduled for release on 7/11/08. A successful release is one that requires no more than one service release within 90 days of the date the software was initially released. The success measurement date is 10/9/08. We will be able to monitor/report through 10/3/08 (last FY 2008 reporting date) and amend if necessary before annual report is completed.	10/1/07	9/30/08			X			X	X

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												Objectives		
2.4	Administer Pell Grant, ACG, National SMART Grant, and Direct Loan activities.	Bus Ops - App, Ops & Del Srvs	Leith	Schools need funding mechanisms to report disbursement activity and establish funding levels.	-For annual releases, the failure rate of the annual release acceptance test output will not be greater than 5% per week during User Acceptance Testing. -For service packs (maintenance), new defects detected after the implementation of a service pack related to the code modified within the service pack will not be greater than 10% of the total number of defects and enhancements included/resolved in that service pack. -All issues that are "defects" assigned "C" (Critical), "1" or (High), "2" (Medium) severity will be closed or have a workaround in place that resolves the issue for the customer within 60 days. -Pell Grant initial authorization levels for the 2008-09 AY will be in the COD system by 6/1/08 and available for schools. -Issue Pell Grant ACA payments for the 2006-07 AY at least two times by 9/30/07. -Perform a Pell Grant Reduction to Net

Accepted and Posted Disbursements at least once by 9/30/08. -Perform a Pell Grant Reduction to GAPS Net Drawdown at least once by 9/30/08 -Perform a Pell Grant Verification "W" Reduction at least once by 9/30/08. -Perform an ACG and a National SMART Grant Deobligation Due to No Pell Grant at least once for each program by 9/30/08. -Reject 100% of 2006-07 ACG and National SMART Grant "upward adjustment" data after 9/30/07 unless school is granted administrative relief. -Reject 100% of 2006-07 Pell Grant "upward adjustment" data after 9/30/07 unless school is granted administrative relief or is sending post POP resolution data. -Successfully reconcile monthly obligations for Pell Grant, ACG, and National SMART Grant programs within 15 business days of | 10/1/07 | 9/30/08 | | | X | | | X | X |

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					and National SMART Grant programs within 15 business days of the end of the month. -Analyze monthly data, and, within 7 days, COD School Relations Center staff will contact schools with ACG, National SMART Grant, and/or Pell Grant drawdowns that significantly exceed accepted disbursements. -Reject 2006-07 Direct Loan Program Year data after 7/31/08 unless school is granted extended Processing as approved by management. -Successfully reconcile monthly drawdowns for Direct Loan Program within 15 business days of the end of the month. -Freeze cash for all schools that have unsubstantiated Direct Loan cash balances for more than 60 days unless management determines otherwise. -Freeze cash for all schools that have unbooked loan balances for more than 30 days unless management determines otherwise.										
2.4.1	Manage COD System.	Bus Ops - App, Ops & Del Srvs	Leith		-For annual releases, the failure rate of the annual release acceptance test output will not be greater than 5% per week during User Acceptance Testing. The failure rate is determined by dividing the number of test packages/scripts that Federal Student Aid fails by the number of test packages/scripts submitted to Federal Student Aid and tested. -For service packs (maintenance), new defects detected after the implementation of a service pack related to the code modified within the service pack will not be greater than 10% of the total number of defects and enhancements included/resolved in that service pack. The percentage of new defects will be determined by dividing the number of new defects detected after a service pack implementation by the number of service tickets (defects and enhancements) the service pack attempted to resolve. -All issues that are "defects" assigned "C" (Critical), "1" or (High), "2" (Medium) severity will be closed or have a workaround in place that resolves the issue for the customer within 60 days. Defects are programming problems related to a release the contractor is obligated to fix.	10/1/07	9/30/08			X			X	X
2.4.2	Set Pell Grant initial authorization levels for upcoming AY by June 1st of Calendar Year.	Bus Ops - App, Ops & Del Srvs	Leith		Pell Grant initial authorization levels for the 2008-09 AY will be in the COD System by 6/1/2008 and available for schools.	10/1/07	6/1/08			X				X

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2.4.3	Issue Pell Grant ACA payments to schools at least two times during a Fiscal Year.	Bus Ops - App, Ops & Del Srvs	Leith		-Issue the first Pell Grant ACA payments for the 2007-08 AY by 3/31/08. -Issue the second Pell Grant ACA payments for the 2007-08 AY by 8/31/08. -Issue the third/final Pell Grant ACA payments for the 2006-07 AY by 8/31/08.	3/1/08	9/30/08			X				X
2.4.4	Perform four global jobs that assist in ensuring fiscal and regulatory accountability in the ACG, National SMART Grant, and Pell Grant programs at least once during an AY.	Bus Ops - App, Ops & Del Srvs	Leith		-Perform a Pell Grant Reduction to Net Accepted and Posted Disbursements at least once by 9/30/08. -Perform a Pell Grant Reduction to GAPS Net Drawdown at least once by 9/30/08. -Perform a Pell Grant Verification "W" Reduction at least once by 9/30/08.	1/31/08	9/30/08			X				X
2.4.5	Cease acceptance of ACG, National SMART Grant, and Pell Grant AY data after Sep 30 of AY unless school is granted administrative relief.	Bus Ops - App, Ops & Del Srvs	Leith		-Reject 100% of 2006-07 ACG and National SMART Grant "upward adjustment" data after 9/30/2007 unless school is granted administrative relief. -Reject 100% of 2006-07 Pell Grant "upward adjustment" data after 9/30/2007 unless school is granted administrative relief or is sending post Potential Overaward Process (POP) resolution data.	10/1/07	9/30/08			X				X
2.4.6	Perform monthly reconciliation of obligations between feeder system and Education Central Automated Processing System (EDCAPS) within 15 business days of end of month.	Bus Ops - App, Ops & Del Srvs	Leith		Successfully reconcile monthly obligations for Pell Grant, ACG, and National SMART Grant programs within 15 business days of the end of the month.	10/1/07	9/30/08			X				X
2.4.7	Compare Pell Grant, ACG, and National SMART Grant school drawdown with net accepted and posted disbursements in the COD System for 30-day reporting compliance.	Bus Ops - App, Ops & Del Srvs	Leith		Analyze monthly data, and, within 7 days, COD School Relations Center staff will contact schools with ACG, National SMART Grant, and/or Pell Grant drawdowns that significantly exceed accepted disbursements. That is, those schools with 100% unsubstantiated cash greater than 30 days since drawdown of $30,000 or more.	10/1/07	9/30/08			X				X
2.4.8	Close out applicable Direct Loan Program Year by July 31 of the calendar year.	Bus Ops - App, Ops & Del Srvs	Leith		Reject 2006-07 Direct Loan Program Year data after 7/31/2008 unless school is granted Extended Processing as approved by management.	7/1/08	9/30/08			X				X
2.4.9	Perform monthly reconciliation of Direct Loan data between COD System and EDCAPS within 15 business days of end of month.	Bus Ops - App, Ops & Del Srvs	Leith		Successfully reconcile monthly drawdowns for Direct Loan Program within 15 business days of the end of the month.	10/1/07	9/30/08			X				X

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2.4.10	Perform weekly monitoring of Direct Loan Schools with unsubstantiated cash and/or unbooked loan balances.	Bus Ops - App, Ops & Del Srvs	Leith		-Freeze cash for all schools that have unsubstantiated Direct Loan cash balances (cash greater than posted and accepted disbursements) for more than 60 days unless management determines otherwise. -Freeze cash for all schools that have unbooked Direct Loan balances (loans with accepted disbursements, but no accepted Master Promissory Note) for more than 60 days unless management determines otherwise.	10/1/07	9/30/08			X				X
2.5	Administer Campus-Based activities.	Bus Ops - App, Ops & Del Srvs	Leith	Federal Student Aid needs a mechanism to award future campus-based aid, and schools need to be able to communicate how they have spent the funds and their future funding needs.	-Publish annual combined Campus-Based notice in Federal Register by 3/31/08. -E-mail tentative award notices to schools by 1/31/08. -E-mail final award notices to schools by 4/1/08. -Successfully implement the eCB System for 2006-2007 Fiscal Operations Report and 2008-2009 Application to Participate cycle by 7/31/08. -Send an e-mail reminder to schools regarding the edit deadline (12/14/07) no later than 12/07/07. -Implement changes to the eCB System necessary to prohibit FISAP changes after the 12/14/07 correction deadline (except for agreed upon exceptions). -Implement procedures for Excess Liquid Capital, which would include implementation, monitoring, and on-going enforcement by 05/1/08. -Implement procedures for Perkins Loan 50% Default Rate, which would include implementation, monitoring, and on-going enforcement by 03/31/08. -Establish a team to work with schools that need assistance with FISAPs, Excess Liquid Capital, and Perkins Loan 50% Default Rate by 06/30/08.	10/1/07	7/31/08			X			X	X
2.5.1	Publish annual Campus-Based combined Federal Register notice that provides AY deadline dates to schools.	Bus Ops - App, Ops & Del Srvs	Leith		-Establish a team to work with schools that need assistance with FISAPs, Excess Liquid Capital, and Perkins Loan 50% Default Rate by 06/30/08.	10/1/07	3/31/08			X				X
2.5.2	Issue final awards to schools.	Bus Ops - App, Ops & Del Srvs	Leith		-E-mail tentative award notices to schools by 1/31/08. -E-mail final award notices to schools by 4/1/08.	10/1/07	4/1/08							X
2.5.3	Issue FISAP Report software release.	Bus Ops - App, Ops & Del Srvs	Leith		Successfully implement the eCampus-Based (eCB) System for 2007-2008 Fiscal Operations Report and 2009-2010 Application to Participate cycle by 7/31/08.	10/1/07	7/31/08						X	X

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2.5.4	Implement policies and procedures to improve compliance within Campus Based programs.	Bus Ops - App, Ops & Del Srvs	Leith	Improve compliance and oversight within Campus Based programs specifically regarding FISAP submission and Perkins Loan program participation.	-Send an e-mail reminder to schools regarding the edit deadline (12/14/07) no later than 12/07/07. -Implement changes to the eCB System necessary to prohibit FISAP changes after the 12/14/07 correction deadline (except for agreed upon exceptions). -Implement procedures for Excess Liquid Capital, which would include implementation, monitoring, and on-going enforcement by 05/1/08. -Implement procedures for Perkins Loan 50% Default Rate, which would include implementation, monitoring, and on-going enforcement by 03/31/08. -Establish a team to work with schools that need assistance with FISAPs, Excess Liquid Capital, and Perkins Loan 50% Default Rate by 06/30/08.	10/1/07	9/30/08			X			X	
2.6	**Develop products and deliver program and technical training for schools through a combination of videoconferences, Web-based training, classroom experiences, and conference presentations.**	**Bus Ops - App, Ops & Del Srvs**	**Roemer**	**Schools need training on key Title IV topics so they can administer the Title IV programs properly and are aware of new requirements, procedures, and services.**	**-Evaluations of training activities will score at least 3.5 on a 5.0 scale. If less than 3.5, an improvement plan will be developed. -Update Federal Student Aid COACH for domestic and foreign schools. -Identify core training priorities for FY 2009 and align resources appropriately. -Develop and conduct at least two training activities targeted at enhancing specific compliance requirements for schools identified by program offices. -Enhance/develop, test, and deliver FSA Assessments for the 2008-2009 AY and assist in training schools and FSA staff by 09/30/08.**	**10/1/07**	**9/30/08**			**X**			**X**	**X**
2.6.1	Evaluate and improve training activities.	Bus Ops - App, Ops & Del Srvs	Roemer		Evaluations of training activities will score at least 3.5 on a 5.0 scale. If less than 3.5, an improvement plan will be developed.	10/1/07	9/30/08						X	X
2.6.2	Update Federal Student Aid COACH for domestic and foreign schools.	Bus Ops - App, Ops & Del Srvs	Roemer		Update Federal Student Aid COACH for domestic and foreign schools by 09/30/08.	10/1/07	9/30/08						X	X
2.6.3	Identify core training priorities for the next Fiscal Year.	Bus Ops - App, Ops & Del Srvs	Roemer		Identify core training priorities for FY 2009 and align resources appropriately by 09/30/08.	10/1/07	9/30/08						X	X
2.6.4	Develop and conduct training activities targeted at enhancing specific compliance requirements for schools identified by program offices.	Bus Ops - App, Ops & Del Srvs	Roemer		Develop and conduct at least two training activities targeted at enhancing specific compliance requirements for schools identified by program offices by 09/30/08.	10/1/07	9/30/08			X			X	X
2.6.5	Enhance/develop, test, and deliver FSA Assessments for the applicable AY.	Bus Ops - App, Ops & Del Srvs	Roemer		Enhance/develop, test, and deliver FSA Assessments for the 2008-2009 AY and assist in training schools and FSA staff by 09/30/08.	10/1/07	9/30/08			X			X	X

FY 2008 PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	FSA PRIORITY	1- Federal Student Aid Systems Integration and Technology Solution Initiatives	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Ongoing Operational Initiatives
										Objectives				
2.7	Improve the effectiveness of verification 1) by conducting IRS statistical studies to evaluate Federal Student Aid's verification selection process and criteria and 2) by integrating Quality Assurance (QA) Program analysis results into the assessment of verification criteria. Estimate 2007-08 Pell Grant erroneous payment amounts (over- and under-awards).	Bus Ops - App, Ops & Del Srvs	Leith		- Conduct a two-part study with IRS staff to identify characteristics of applicants most likely to have incorrectly reported income information on their FAFSA to establish benchmarks useful in strengthening verification information for the 2009-10 application processing year. Note: If IRS data are unavailable or unusable for any reason, we will use and evaluate data from the CPS and the QA Program to establish benchmarks. - Provide estimated Pell Grant over- and under-award error rates by 9/30/08. - Define a process and develop a plan for integrating QA Program analysis results into the assessment of verification criteria by 6/30/08.	10/1/07	9/30/08			X			X	X
2.7.1	Conduct a two-part study with IRS staff to identify characteristics of applicants most likely to have incorrectly reported income information on their FAFSA to establish benchmarks useful in strengthening verification information for the next application processing year.	Bus Ops - App, Ops & Del Srvs	Leith		Conduct a two-part study with IRS staff to identify characteristics of applicants most likely to have incorrectly reported income information on their FAFSA to establish benchmarks useful in strengthening verification information for the 2009-10 application processing year. Note: If IRS data are unavailable or unusable for any reason, we will use and evaluate data from the CPS and the QA Program to establish benchmarks.	10/1/07	9/30/08			X			X	X
2.7.2	Provide estimated Pell Grant over- and under-award error rates.	Bus Ops - App, Ops & Del Srvs	Leith		Provide estimated Pell Grant over- and under-award error rates by 9/30/08. FOR POC ASSESSMENT - Report Pell Program Improper Payment Error Rate O = 2.79%; HS = 3.48%; FS = 4.19% and MS = 4.69% REPORT: Current Status-Accomplishments/Issues; Current Measurement (When Available).	10/1/07	9/30/08			X			X	X
2.7.3	Define a process and develop a plan for integrating QA Program analysis results into the assessment of verification criteria.	Bus Ops - App, Ops & Del Srvs	Leith		Define a process and develop a plan for integrating QA Program analysis results into the assessment of verification criteria by 6/30/08.	10/1/07	6/30/08			X			X	X

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									1- Federal Student Aid Systems Integration and Technology Solution Initiatives	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Ongoing Operational Initiatives
2.8	Ensure system compatibility with enterprise-wide software upgrades/refreshes.	Bus Ops - App, Ops & Del Srvs	Leith	Systems must be compatible with enterprise software upgrades/refreshes.	-Complete WebFocus upgrade and DB2 Connect upgrade for IA Tools by 12/31/07. -Complete Google Appliance upgrade for FAFSA/PIN by 9/30/08. -Complete DB2 Upgrade to Version 8.1 for CPS Mainframe by 6/30/08. -Complete Websphere/IHS upgrade for FAFSA/PIN Environment and ITA Environment (eMPN/eCB) as specified in the CIO Evergreening Schedule by 9/30/08. Note: Some pieces will be deployed into production in FY 09; we will report this information in our final update. -Complete planning for WebSphere MQ Series upgrade for CPS/FAFSA as specified in the CIO Evergreening Schedule by 9/30/08. Note: All other activities will be completed in FY 09.	10/1/07	9/30/08		X				X	X
2.9	Support special programs, activities, and initiatives for school partners.	Bus Ops - App, Ops & Del Srvs	Roemer	We are required to support the following school-related statutory authorities and executive orders: Programs for Regulatory Relief and Improvement (Section 487A of Higher Education Act (HEA)); Executive Order (EO) - President's Board of Advisors for Historically Black Colleges and Universities (HBCUs); EO 13270 for Tribal Colleges and Universities; White House Initiative on Educational Excellence for Hispanic Americans; Default Prevention Initiative (Section 435 of HEA).	- Collect data from schools on experiments conducted during AY2006-07 and produce a report summarizing the findings and identifying any implications for simplifications by 6/30/08. -With CIO, update/test/deliver a Web-based reporting tool to be used by schools for the AY 2007-08 experiments by 9/30/08. -Publish Notice in the Federal Register inviting schools to apply to participate in the QA Program by 11/30/07. -Deliver training on the 2007-08 ISIR analysis tool at the Federal Student Aid conferences by 12/31/07. -Analyze data and produce a report summarizing the findings from QA school verification data for AY 2006-07 by 6/30/08. -Host three to five focus groups and/or training opportunities specifically designed for HBCUs, HSIs, and tribal colleges around . the needs gained from customer input and data analysis.	10/1/07	9/30/08			X			X	X
2.9.1	Conduct the Experimental Sites initiative.	Bus Ops - App, Ops & Del Srvs	Roemer		-Complete comprehensive site visits as referred by Program Compliance or by specific institutions within 90 days of the request	10/1/07	9/30/08			X			X	X

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2.9.2	Administer the QA Program.	Bus Ops - App, Ops & Del Srvs	Roemer		-Publish Notice in the Federal Register inviting schools to apply to participate in the QA Program by 11/30/07. -Deliver training on the 2007-08 ISIR analysis tool at the Federal Student Aid conferences by 12/31/07. -Analyze data and produce a report summarizing the findings from QA school verification data for AY 2006-07 by 6/30/08.	10/1/07	6/30/08			X			X	X
2.9.3	Implement special projects to address the specific Title IV needs of institutions identified by the President's Special Initiatives.	Bus Ops - App, Ops & Del Srvs	Roemer		-Host three to five focus groups and/or training opportunities specifically designed for HBCUs, HSIs, and tribal colleges around the needs gained from customer input and data analysis. -Complete comprehensive site visits as referred by Program Compliance or by specific institutions within 90 days of the request.	10/1/07	9/30/08			X			X	X
TIER 2 - DEVELOPMENT AND INTEGRATION ACTIVITIES														
20.1	**Implement an electronically searchable Federal Student Aid Handbook.**	**Bus Ops - App, Ops & Del Srvs**	**Roemer**	**Searchability requirements have been validated with focus groups: the ideal product is an indexed, searchable Portable Document Format (PDF) version of the Federal Student Aid Handbook.**	**Complete and make available all volumes of electronically searchable Federal Student Aid Handbook by 11/30/07.**	**10/1/07**	**11/30/07**						**X**	**X**
20.2	**Complete analysis to standardize close out procedures across all programs.**	**Bus Ops - App, Ops & Del Srvs**	**Leith**	**Each Title IV program has unique internal and external close out procedures. An analysis is necessary to if determine if close out procedures may be standardized in order to achieve efficiency internally and to standardize procedures for our school customers.**	**-Obtain close out procedures for Campus-Based programs, Grant programs, and Direct Loans by 10/31/07. -Identify and document common and unique components among the programs by 1/31/08. -Identify internal procedural changes or that may be made to standardize close out among the programs by 3/31/08. -Determine if regulatory changes may accomplish standardization and identify the recommended changes by 6/30/08. -Draft analysis and results by 8/31/08. -Final draft by 9/25/08.**	**10/1/07**	**9/30/08**			**X**			**X**	

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20.3	Evaluate and redefine testing procedures to reduce resource constraints.	Bus Ops - App, Ops & Del SUVs	Leith	Current testing procedures are resource intensive. Testing practices need to be evaluated in order to determine if resource restraints may be diminished without impacting the quality of testing results.	-Obtain testing /practices for plans/procedures for Campus-Based programs, COD System, and CPS by 10/31/07. -Draft a high level description of the current testing approach for each system by 1/31/08. -Identify and document opportunities for improved efficiency for each system or business area by 5/31/08. -Draft analysis and recommendations by 8/31/08. -Submit final analysis and recommendations by 9/25/08 to include at least three viable recommendations for improved efficiency.	10/1/07	9/30/08				X		X	
20.4	Address key personnel development issues identified within the Human Capital Survey.	Bus Ops - App, Ops & Del Srvs	Leith	Effectively respond to results from the 2006 Human Capital Survey.	-Create Individual Development Plan (IDP) for each employee who wants one by 7/31/08. -Establish structured cross-training initiative by 9/30/08. -Create training plan that supports IDPs by 9/30/08.	10/1/07	9/30/08					X		
20.5	Complete cost/benefit analysis of EDExpress. Determine transition strategy and schedule as appropriate.	Bus Ops - App, Ops & Del Srvs	Leith	Federal Student Aid needs to evaluate the cost and benefits of providing EDExpress software and determine if the functionality or components of the current functionality provide sufficient value to the community to support the expenditure of the amount of funds needed to maintain the product. Provide recommendation and depending upon the recommendation, provide an alternative or a transition plan.	-Identify users of each component of EDExpress (individual school users and total of users) by 6/30/08. -Estimate the total cost of EDExpress by 2/28/08. -Complete analysis by 7/31/08. -Provide recommendation (including alternative(s) or transition plan) by 9/30/08.	10/1/07	9/30/08				X		X	
20.6	Develop strategies and analyze/incorporate improvements in the FAP/IFAP Web sites to increase customer satisfaction.	Bus Ops - App, Ops & Del Srvs	Roemer	Federal Student Aid needs to evaluate and improve Web products for our customers on a regular basis.	-Accept a plan and schedule for the redesign project by 11/30/07. -Identify and add other success measures in accordance with the accepted redesign project plan and schedule by 12/31/07. -Receive a prototype of the redesigned FAP/IFAP Web site that is ready for Federal Student Aid testing by 9/30/08.	10/1/07	9/30/08						X	

TIER 1 - ANNUAL ACTIVITIES

FY 2008 PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	FSA PRIORITY	Objectives					
									1- Federal Student Aid Systems Integration and Technology Solution Initiatives	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Ongoing Operational Initiatives
3.1	**Enhance Program Monitoring and Oversight.**	**Bus Ops - Borr Srvs**	**Hernandes**	**Monitor issues that resulted in the Government Accountability Office's (GAO) placement of Federal Student Aid on the high risk list.**	**-Review current procedures of program processes, and contractor performance Review plans and begin to draft business rules to ensure consistent application of actions related to program processes and contractor performance reviews across Borrower Services.** **-Oversee and manage improvement of process related documentation and internal controls across BoSer to provide accurate and effective reconciliations and reviews.** **- Improve contractor monitoring efforts to ensure accuracy and effectiveness of services by developing additional metrics as monitoring tools for effectively and systematically collecting data, and developing uniform operations audit reports.**	**10/1/07**	**9/30/08**			X			X	X
3.1.1	Review current procedures of program, processes, and contractor performance review plans and begin to draft business rules to ensure consistent application of actions related to program processes and contractor performance reviews across Borrower Services.	Bus Ops - Borr Srvs	Battle/ Spandoni/ Vigna/ Leifeste	To provide consistency across Borrower Services processes	-Review current procedures for various activities (Default, Direct Loan, Conditional Disability/Discharge (CDD), Direct and FFEL consolidation processes, and Borrower Services administrative functions). - Review procedures with policy and other FSA affect workgroups to ensure accuracy of interactions. - Begin to develop formal business rules for each area. - Incorporate process improvement and ensure concurrence with all interested parties.	10/1/07	9/30/08			X			X	
3.1.2	Oversee and manage improvement of process related documentation and internal controls across BoSer processes to provide accurate and effective reconciliations.	Bus Ops - Borr Srvs	Leifeste	To support the integrity of Borrower Services financial operations and systems enhancements	-Monitor and implement correction action plans for contractor deficiencies. - Conduct inventory of reconciliations and identify areas of risk for improvement. -Complete change control requests for system and procedural changes and monitor status. -Produce general ledger accounting information to support audit and financial statements and implement system changes for support of general ledger accounting.	10/1/07	9/30/08			X			X	X

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3.1.3	Improve contractor monitoring efforts to ensure accuracy and effectiveness of services agreed to under the contract by developing additional effective metrics monitoring tools including development mechanism for systematically collecting data, and establish uniform operations audit reports.	Bus Ops - Borr Srvs	Battle/ Spandoni/ Vigna/ Leifeste	To ensure contractor is providing required services in a timely and accurate manner and identify areas for improvement.	-Provide cross-functional training to staff on review process. -Establish more disciplined review methodology exploring alternative methods of review (such as remote call monitoring and desk audits). -Enhance analysis efforts through a review of data gathering and trend analysis. -Conduct at least six yearly contractor audits and reviews to ensure accuracy and timeliness of program processes. -Provide reports detailing exceptions, and monitor for corrective actions. -Develop improvement strategies to include better integration between contractor data and FSA data-analysis tools.	10/1/07	9/30/08			X			X	
3.1.4	POC ASSESSMENT: Increase Defaulted Direct Loans Recoveries and Defaulted FFEL Loan Recoveries.	Bus Ops - Borr Srvs	Vigna		$Recovered divided by the $ of program default portfolio. Direct Loan Recoveries: O = 21%; HS = 20.50%; FS = 19.75%; and MS = 17.00% FFEL Recoveries: O = 20.75%; HS = 20.25%; FS = 19.5% and MS = 16.75% REPORT: Current Status- Accomplishments/Issues Current Measurement Project of Year End	10/1/07	9/30/08							
3.2	**Implement escheatment system processes for Collections suspense account.**	**Bus Ops - Borr Srvs**	**Leifeste**	**Improve fiscal management and control of Collections suspense account.**	**-Complete escheatment of suspended payments, to include payments received from 1985 through 1988. -Milestones and value of dollars escheated will be reported monthly.**	**10/1/07**	**9/30/08**						**X**	**X**

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3.3	Reduce Unit Cost through contractor audit/process review, invoice follow up and identification of new procurement requirements, reduce program costs to benefit the taxpayer.	Bus Ops - Borr Srvs	Hernandes/ Randolph	To reduce program administration costs by monitoring and identifying cost savings in program areas	-Identify new requirements for upcoming PCA procurement; develop small workgroup to solicit/review/coordinate suggestions. -Identify areas for improving Call Center performance by auditing work processes, tracking performance metric results and conducting trend analysis. -Review Common Services for Borrowers (CSB) invoices in a timely manner to avoid interest charges for late payment. --Eliminate or decrease review and need for the Disability Review & Approval Process to "pass through" regional office by exploring opportunities to reduce delayed disability reviews with emphasis on the possibility of one agency handling all disabilities through a sub-contractor. -Identify the requirements for DMCS and CDDTS for a potential contract procurement.	10/1/07	9/30/08			X	X		X	X
3.3.1	Identify new requirements for upcoming PCA procurement specific to Borrower Services needs for its ongoing operations.	Bus Ops - Borr Srvs	Vigna	To reduce program administration costs by monitoring and identifying cost savings in program areas	-Established workgroup for soliciting, reviewing and coordinating suggestions from applicable parties to begin developing the requirements -Revamp Private Collection Agency reports by reviewing format, Statement of Work, manual, etc. as part of the preparation for the procurement.	10/1/07	9/30/08			X			X	
3.3.2	Identify areas for improving call Center performance by auditing work processes, tracking performance metric results and conducting trend analysis.	Bus Ops-Bor Srvs	Spadoni	To reduce program administration costs by monitoring and identifying cost savings in program areas	- Analyze survey and performance metric results to outline areas for improvement. - Develop action plan to improve at least two key areas based on survey and performance results focusing on borrower concerns/issues. -Track the key areas by continuing to monitor performance and conduct trend analysis. - By 9/30/08, based on action plan, show at least a 2% increase in customer service on FSA Survey and contractor performance of these key areas.	10/1/07	9/30/08			X			X	X
3.3.3	Review CSB invoices in a timely manner to avoid interest charges for late payment.	Bus Ops-Bor Srvs	Murray	To ensure timely and accurate payments are made to the contractor to maintain cost reductions	Provide accurate and timely reviews of contractor invoices on an ongoing basis to validate payments in accordance with the contract.	10/1/07	9/30/08				X			X
3.3.4	Eliminate or decrease the need for the Disability Review & Approval Process to "pass through" regional office by exploring opportunities to reduce delayed disability reviews with emphasis on the possibility of one agency handling all reviews through a subcontractor.	Bus Ops-Bor Srvs	Spadoni	To reduce the review and approval process time of disability discharges	-Work with a workgroup to identify at least three thoroughly researched options for disability reviews and approvals. -Outline and discuss these options in a prepared executive summary the various options identified by the workgroup and make recommendations on the most appropriate option.	10/1/07	9/30/08				X			X

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3.3.5	Identify the requirements for DMCS and CDDTS for a potential contract procurement.	Bus Ops-Bor Srvs	Murray/ Bowman/ Vigna/ Battle	To upgrade and modernize the current legacy systems	-Work with the Enterprise Workgroup to determine support for new procurement. -Train Borrower Services IT staff on requirements gathering. -Develop requirements necessary for a potential procurement.	10/1/07	4/30/08		X		X			
3.4	**Improve products and services to provide timely, effective, and accurate customer service to borrowers.**	**Bus Ops - Borr Srvs**	**Hernandes**	**To ensure that borrowers' needs are met through various sources of applicable products and services**	**-Establish effective collaborative relationships with contractors through strengthened communication and appropriate focused meetings. -Review and develop timely and effective implementation plan for Treasury accurate interface process improvements such as: electronic check processing; Direct Loan Servicing System (DLSS) Intra-governmental Payments and Collection System (IPAC); change to the pre-authorized debit program to Pay.gov for (DLSS and Debt Management Collection System (DMCS)); Default Resolution Group credit card payments; change in electronic payments, and change in Wachovia Loan Consolidation (LC) check writing to Treasury. -Develop strategies, analyze and incorporate improvements to all electronic servicing, including IVR and web. Establish sequence plan for roll out of new initiatives and communication.**	**10/1/07**	**9/30/08**						X	X
3.4.1	Establish collaborative relationships with contractors through strengthened communication and focused meetings to ensure clear timely and effective guidance is given regarding expectations, deadlines, milestones, outcomes, and the review process.	Bus Ops-Bor Srvs	Battle/ Spadoni/ Vigna/ Leifeste/ Murray/ Elidas	To ensure clear guidance is given regarding Federal Student Aid's expectations of requests to the contractor and that an agreement of understanding of those expectations is reached between Federal Student Aid and the contractor.	-Establish a weekly meeting between the managers of the contractor's and Borrower Services to ensure the timeliness and accuracy of target deadlines and to identify other critical work order deficiencies. -Maintain and support daily or weekly meeting attendance (as needed) to discuss and report on key initiatives/projects. -Ensuring that minutes from discussions are prepared, reviewed, and agreement reached between the parties.	10/1/07	9/30/08							

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3.4.2	Review and develop timely and effective implementation plan for Treasury accurate interface process improvements such as: electronic check processing; DLSS IPAC; change to the pre-authorized debit program to Pay.gov for (DLSS and DMCS); DCS credit card payments; change in electronic payments, and change in Wachovia LC check writing to Treasury.	Bus Ops-Bor Srvs	Leifeste	To improve services to borrowers and to align with systems processes of the U.S.Treasury.	-Electronic Check Processing. -Ensure timely and effective implementation of this system and that an accurate procedural change has occurred. -Treasury Interface Process Improvements. -Ensure that the Change control Requests (CCRs) obtain appropriate evaluation for priority setting. -Ensure that the Impact Analysis documents are appropriately reviewed for accuracy. -Ensure that the CCRs have obtained appropriate treatment within the context of contracting processes for appropriate implementation.	10/1/07	9/30/08				X		X	
3.4.3	Develop strategies, analyze and incorporate improvements to all electronic servicing, including IVR and website.	Bus Ops - Borr Srvs	Battle/ Spadoni	To determine strategies on how to increase overall customer satisfaction by interfacing with the customer and utilizing measurement tools.	-Review ACSI survey, review website capabilities and through the monitoring of calls from borrowers, determine what improvements customers feel need improvements in IVRU and web. - Work with contractors on creative ways to improve service to borrowers. Develop action plan to improve at least one key area in IVRU and one key area of web focusing on borrower needs for enhancements.	10/1/07	9/30/08						X	
3.4.4	Improve Customer Service by tracking key borrower issues for rapid assess by customer service representatives.	Bus Ops - Borr Srvs	Spadoni	Demonstrate improvement to customer service by tracking key borrower issues for easy assess by staff members.	- Develop tracking mechanism to gather borrower issues and analyze data on monthly basis to focus on key borrower issues. - Work with contractors to brainstorm on creative ways to improve service to borrowers. Develop action plan to improve at least two key areas based on data gathered focusing on borrower concerns/issues. -Track the key areas by continuing to monitor performance and conduct trend analysis. - By 9/30/08, based on action plan, show at least a 2% increase in customer service and contractor performance of these key areas.	10/1/07	9/30/08						X	X
3.5	**Enhance the operational processes used to provide services to borrowers in an accurate, timely, and effective manner.**	**Bus Ops - Borr Srvs**	**Hernandes**	**To ensure continued timeliness, efficiency, and accuracy of services is realized by borrowers.**	**Explore feasibility of storing PCA data in the main computer rather than having a separate Access database to ensure efficiency and timeliness of retrieving data -Review discharge application processes to improve program integrity, staff accountability.**	**10/1/07**	**9/30/08**			**X**			**X**	**X**

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3.5.1	Explore feasibility of storing Private Collection Agency (PCA) data in the main computer rather than having a separate Access database to ensure efficiency and timeliness of retrieving data.	Bus Ops - Borr Srvs	Vigna	To provide efficiency and timeliness to retrieve data .	-Begin to gather data requirements data needed to transition the three separate Access databases, Administrative Wage Garnishment, Internal Mail Form, and CPCS currently being used for PCA processing into one system. The requirements will be used to initiate the procurement process for a new system.	10/1/07	9/30/08			X			X	X
3.5.2	Review discharge application processes to improve program integrity and staff accountability.	Bus Ops - Borr Srvs	Leifeste/ Battle	To provide continuous improvements to Borrower Services processes.	-Increase automation of discharge process while assuring appropriate quality controls are in place. -Work to transfer direct responsibility for completion of discharges to ACS.	10/1/07	9/30/08			X			X	
3.6	**Enhance and maintain the Borrower Services (BS) legacy systems (Direct Loan Servicing, Debt Collection, Loan Consolidation, and Conditional Disability/Discharge).**	**Bus Ops - Borr Srvs**	**Hernandes**	**To provide for continued enhancements and improved maintenance of the Borrower Services legacy systems.**	**-Manage the Change Control Requests (CCR) process for the legacy systems and document releases across BoSer systems -Develop accurate CCR for submission to contractor based on clear understanding of user requirements. -Provide guidance, oversight, and assistance for enterprise solutions such as the VDC move and the migration of the Rockville Data Center.**	**10/1/07**	**9/30/08**		**X**		**X**			**X**
3.6.1	Manage the Change Control Requests (CCR) process for the legacy systems and document releases across BoSer systems.	Bus Ops - Borr Srvs	Eliadis	To provide for continued enhancements and improved maintenance of the Borrower Services legacy systems.	-Provide continuous review of Change Control Requests (CCR's) created to enhance and maintain the BS legacy systems (Direct Loan Servicing, Debt Collection, Loan Consolidation, and Conditional Disability/Discharge). Prioritize CCR's to ensure the sequencing approach to implementation is following the established schedule	10/1/07	9/30/08				X			X
3.6.2	Develop accurate CCR's for submission to contractor based on clear understanding of user requirements.	Bus Ops - Borr Srvs	Eliadis/ Murray	Prepare for enhancements and improved maintenance of the Borrower Services legacy systems.	-Discuss the prioritize list of CCR's at Federal Student Aid and contractor meetings to determine the sequencing approach to implementation of enhancements and maintenance of the systems. -Provide contractor with clear, specific guidance for and expectations regarding CCR development. -Review contractor development efforts, testing requirements, and implementation releases. - Work with Business Groups and Contractor to set clear task order agreements and payment milestones to meet desired implementation dates.)	10/1/07	9/30/08				X			X
3.6.3	Provide effective and timely guidance, oversight and assistance for enterprise solutions, namely the VDC move and the migration of the Rockville Data Center.	Bus Ops - Borr Srvs	Battle/ Spadoni/ Vigna/ Leifeste/ Murray/ Elidas	To contribute the necessary direction necessary for a smooth transition of the VDC move and migration of the Rockville Data Center.	-Meet with VDC move team, as necessary, to provide guidance and input on Borrower Services legacy systems -Engage in testing of systems as transition occurs	10/1/07	9/30/08		X	X				

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3.7	**Improve Borrower Services' scores on the Federal Human Capital Survey by addressing issues identified on the FY 06 annual survey**	**Bus Ops - Borr Srvs**	Hernandes	**Ensure that Borrower Services staff members have career advancement opportunities that could be used to support its mission as well as overall organization's mission.**	**- Establish strong leadership and management through development of Individual Development Plans (IDPs). -Develop cross-functional training plans for multiple layers of staff. -Using information from Survey focus groups, create plans for implementation of appropriate changes to rewards, communication etc.**	10/1/07	9/30/08					X		
3.7.1	Establish strong and effective leadership and management through development of Individual Development Plans (IDPs).	Bus Ops - Borr Srvs	Hernandes/ Randolph	Ensure that Borrower Services staff members have career advancement opportunities that could be used to support its mission as well as overall organization's mission.	-Work with the Training Development Center to create an IDP for each first line supervisor within three months of establishing an EDPAS performance plan. - Have first line supervisors to identify those staff members that would like to create an IDP and to Work with them in creating one within three months of creating an EDPAS performance plan.	10/1/07	9/30/08					X		X
3.7.2	Develop cross-functional training plans for multiple layers of staff.	Bus Ops - Borr Srvs	Hernandes	Ensure that Borrower Services staff members have career advancement opportunities that could be used to support its mission as well as overall organization's mission.	- Review functional statements and determine where cross training of staff can be accomplished and make the appropriate identifications. - In conjunction with Human Resources begin developing training plans. -Review budget needs so travel and training can be accomplished effectively. - By 9/30/08, have training plan in place for FY 09.	10/1/07	9/30/08					X		X
4.1	**Perform National Student Loan Data System (NSLDS) maintenance and operations activities.**	**Bus Ops - FP Srvs**	**Phillips/ Eliadis**	**Continue to provide and maintain a comprehensive and centralized repository of information for Title IV recipients and their loans, Pell grants, lenders, Guaranty Agencies (GAs), servicers and schools. Fulfill the functions of student aid eligibility CDR's, student enrollment tracking, audit and program reviews, research and policy development, budget formulation and execution, loan transfer tracking, GA and lender payment reasonability, financial aid history, student transfer monitoring, and GA fees.**	**-Provide monthly data providers benchmark reports as well as an annual summary report. -Review and distribute benchmarks each month to data providers and ED staff. -Review and distribute annual report by 2/1/08. -Provide quarterly GA fee calculations data to the FMS to make payment. -Review and ensure FMS receipt of GA fee payments 45 days after each fiscal quarter. -Provide Cohort Default Rate (CDR) calculations and data by 2/15/08 and 9/30/08. -Review CDR's for accuracy and provide to schools electronically by 2/15/08 and 9/30/08. -Provide CDR's to Postsecondary Education Participant System (PEPS) by 1/31/08 and 8/31/08. -Calculate and review monthly GA reasonability reports beginning 10/16/07. -Ensure uninterrupted student eligibility services, such as prescreening and transfer monitoring to Title IV recipients.**	10/1/07	9/30/08			X	X		X	X

FY 2008 PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	FSA PRIORITY	Objectives					
									1- Federal Student Aid Systems Integration and Technology Solution Initiatives	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Ongoing Operational Initiatives
4.1.1	Review, evaluate, and prepare data provider monthly benchmark reports.	Bus Ops - FP Srvs	Eliadis		-Provide monthly data provider benchmarks as well as an annual summary report. -Review and distribute benchmarks each month to data providers and ED staff. -Review and distribute annual report by 2/15/08.	11/14/07	9/18/08			X	X		X	X
4.1.2	Calculate quarterly GA fee calculations and send to the FMS.	Bus Ops - FP Srvs	Eliadis		-Provide quarterly agency fee calculations data to FMS to make payments. -Review and ensure FMS receipt of GA fee payments 45 days after each fiscal quarter.	11/15/07	8/15/08			X				X
4.1.3	Participate in pre-calculation coordination efforts, calculate draft by Feb 15, and official CDR's by Sep 30; electronically send the school rates and post to the website.	Bus Ops - FP Srvs	Phillips/ Eliadis		-Provide CDR calculations and data by 2/15/08 and 9/30/08. -Review CDR's for accuracy and provide to schools electronically by 2/15/08 and 9/30/08. -Provide CDR's to PEPS by 1/31/08 and 8/31/08.	12/1/07	9/30/08			X				X
4.1.4	Calculate and monitor functionality of GA reasonability on a monthly basis.	Bus Ops - FP Srvs	Eliadis		-Calculate and review monthly GA reasonability reports beginning 10/16/07.	10/16/07	9/30/08			X				X
4.1.5	Monitor the compliance of data reporting from all data providers to identify and resolve exceptions.	Bus Ops - FP Srvs	Phillips/ Eliadis		Provide quarterly report listing exceptions and resolution to assist in monitoring the timeliness and accuracy of data reporting.	10/1/07	9/30/08			X			X	X
4.1.6	Monitor day to day operations of NSLDS by ensuring system availability, uninterrupted student eligibility services and monitoring system performance.	Bus Ops - FP Srvs	Phillips/ Eliadis		-Submit monthly reports on system non-availability to users. -Submit quarterly exception reports to uninterrupted student eligibility services, such as pre-screening and transfer monitoring. -Submit quarterly reports on system performance and possible improvements.	10/1/07	9/30/08			X			X	X
4.1.7	Perform FFEL Data Flows Analysis.	Bus Ops - FP Srvs	Phillips/ Eliadis	Reduce FFEL redundancy reporting; also determine appropriate data for business needs.	-Meet with internal stakeholders and obtain approval on data elements. -Establish external working group and meet at least quarterly. -Complete documents to be used in procurement or task order award.	10/1/07	9/30/08			X			X	X

FY 2008 PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	FSA PRIORITY	1- Federal Student Aid Systems Integration and Technology Solution Initiatives	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Ongoing Operational Initiatives
4.1.8	Prepare NSLDS for Security Architecture and Integrated Partner Management Integration.	Bus Ops - FP Srvs	Phillips/ Eliadis	Ensure NSLDS is able to met IPM and Security Architecture establish timelines.	-Issue a task order to NSLDS contractor. -Monitor work via monthly Scorecard. -Determine the impact on current system. -Begin work with CIO office to integrate NSLDS into Security Architecture. -Prepare for IPM integration.	1/1/08	9/30/08			X			X	X
4.2	**Perform maintenance and operation activities for the Financial Partners (FP) Data Mart (FPDM).**	**Bus Ops - FP Srvs**	**Phillips/ Beavers**	**Ensure uninterrupted service to internal and external data mart users.**	**Submit monthly reports on data loads, ensuring that loads are consistent, timely, and accurate, thereby ensuring that FPDM data is useful for analysis purposes. Perform upgrades as necessary.**	**10/1/07**	**9/30/08**			X			X	X
4.2.1	Monitor FPDM feeds to provide accurate, concise and timely data to users. Prepare tracking reports depicting data load activities on a monthly basis. Reports will be available five business days after close of the month.	Bus Ops - FP Srvs	Beavers		Submit a monthly summary report that tracks when data was loaded to the FPDM. This report should include the date and time, the source, the method used for verification and validation, and the date validated.	10/1/07	9/30/08			X			X	X
4.2.2	Perform software upgrades as necessary.	Bus Ops - FP Srvs	Beavers		-Perform Informatica upgrade version 7 to 8 Test plan approved by TBD. -Testing completed by TBD (Version 7 suppor will expire on 3/14/08).	10/1/07	9/30/08			X			X	X
4.2.3	FPDM System Migration as part of VDC Migration to Plano, TX.	Bus Ops- FP Srvs	Beavers		-Migrate FPDM to Plano, TX 10/2/07. -FPDM/PEPS interface completed by TBD. -FPDM/NSLDS interface completed by TBD. -FPDM/FMS interface completed by TBD.	10/1/07	9/30/08			X			X	X
4.2.4	Implement On-Line Training.	Bus Ops- FP Srvs	Beavers		-Roll out on-line training to a group of test pilot lenders by 10/31/07. -Evaluate feed-back from pilot testers by 11/29/07. -Roll out production ready FPDM online training by 12/31/07.	10/1/07	9/30/08			X			X	X

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4.3	**Perform operations activities for the FP Portal.**	**Bus Ops - FP Srvs**	**Phillips/ Beavers**	**Provide relevant and current information about Federal Student Aid and the FP business unit to the FP user community.**	-Monitor and provide monthly summary reports of information posted and the related number of hits received to verify timeliness of information posted and use of data by the community. -Implement standard query calendar schedules. -Remove aged information and determine strategy for evergreening information. -Review suggested changes from users and determine implementation strategy. -Implement new look and feel at a high level, and perform Web site Review to Implement other changes.	10/1/07	9/30/08		X				X	X
4.3.1	Obtain/evaluate feedback from FPs' user community on value of information posted on the FP Portal.	Bus Ops - FP Srvs	Beavers		-Review output of community focus group and other input, and determine which suggestions could be implemented. -Continue to obtain feedback through user sessions and discussions, and develop plan for evaluating changes.	10/1/07	9/30/08		X				X	X
4.3.2	Monitor and evaluate Web page hits to determine the usefulness of Web content so we maintain the most pertinent current information and develop applicable future content. Reports depicting monthly activity will begin five business days after the close of the month.	Bus Ops - FP Srvs	Beavers		Monitor and provide monthly summary reports of information posted.	10/1/07	9/30/08		X				X	X
4.3.3	Enhance the usage of the portal by posting additional information and updating current information.	Bus Ops - FP Srvs	Beavers		-Implement standard query calendar schedule to eliminate inquiries. -Remove aged information and determine strategy for evergreening information.	10/1/07	9/30/08		X				X	X
4.4	**Perform Leveraging Educational Assistance Partnership/ Special Leveraging Educational Assistance Partnership (LEAP/SLEAP) activities.**	**Bus Ops - FP Srvs**	**Phillips/ Turner**	**Augment state financial aid programs through statutorily mandated federal programs.**	**Provide the following accurately and timely** **-Prepare annual performance reports by 12/31/07.** **-Publish AY 2007 Deadline Dates Notice by 3/31/08.** **-Approve applications and mail award notifications by 7/1/08.**	10/15/07	7/1/08			X				X
4.4.1	Review, evaluate, reconcile, and prepare performance reports for AY 2007.	Bus Ops - FP Srvs	Gerrans		Prepare mandated annual performance reports for monitoring the expenditure of grant funds by state agencies by 12/31/07.	10/31/07	12/31/07			X				X
4.4.2	Prepare and submit clearance paperwork for publication of the AY 2008 Deadline Dates Notice.	Bus Ops - FP Srvs	Gerrans		Publish AY 2008 Deadline Dates Notice by 3/31/08 to provide participants with timeframes associated with applying and receiving grant awards.	1/15/08	3/31/08			X				X
4.4.3	Review and approve applications from states. Obligate, generate, and mail grant award notifications to states for AY 2008.	Bus Ops - FP Srvs	Gerrans		Approve applications for grant aid and mail award notifications by 7/1/08 to meet statutory requirements.	6/1/08	7/1/08			X				X

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4.4.4	Prepare and submit clearance paperwork information packet to the Office of Management and Budget (OMB) for re-approval of the performance report form.	Bus Ops - FP Srvs	Gerrans		Prepare and submit Information Collection Package to OMB by 5/30/08.	1/15/08	5/30/08			X				X
4.5	**Enhance FFEL program delivery through the evaluation and assessment of risk areas to the program.**	Bus Ops - FP Srvs	Phillips	**Provide assistance and guidance in maintaining a clean audit. Evaluate and assess the risks to the FFEL program.**	**- Address proactively the risk to the FFEL program by combining and enhancing the methods used to assess program risk and use that information to recommend risk areas/entities for program compliance. - Address proactively GAs that are in financial trouble by developing additional tools to gauge fiscal health and enhancing procedures for implementing/monitoring GA management plans. - Review and analyze draft CDR's; issue rates by 2/15/08. - Conduct follow-up with GAs to determine reason for changes in default rates by 6/30/08. - Prepare default rate guide, notification letter and press release materials for release of official CDR's by 9/30/08. -Issue official CDR letters to all GAs and lenders by 9/30/08. -Prepare a report on the Federal Reserve Ratios for all GAs. -Ensure that FP issues are addressed and resolved to support Federal Student Aid's clean audit for FY 2008.** **-Prepare a tracking log of Forms 2000 Annual Report Submissions. -Complete review and analysis of all GA Annual Reports; conduct follow-up as needed for all non-approved reports.**	10/1/07	9/30/08			X	X	X	X	X
4.5.1	Evaluate and assess the risks areas to the FFEL program and provide input to Program Compliance's review priorities for FY 2009.	Bus Ops - FP Srvs	Turner		- Develop and/or enhance current processes for evaluating risks to the FFEL program and use this information to develop risk criteria and identify Financial Partner participants to drive the FY 2009 program review schedule used by Program Compliance by 8/31/08. - Combine the use of existing tools (NSLDS, FPDM, Individual Libraries of Information) to develop enhanced toolsets for evaluating risk.	3/31/08	9/30/08			X	X			X

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4.5.2	Implement management plans for GAs whose reserve ratios drop below the minimum threshold or that appear to be in financial difficulty based on FP Services assessment of various factors.	Bus Ops - FP Srvs	Turner		-Address proactively GAs that are in financial difficulty developing and implementing management plans to restore their financial soundness. -Develop and enhance tools and indicators that assess the financial soundness of GAs. Evaluate and implement eight Management Plans (as identified). Approve/Disapprove Management Plans as well as exit plan strategies.	10/1/07	9/30/08			X	X		X	X
4.5.3	Perform CDR analyses and provide technical assistance. Prepare default rate guide, notification letters and materials for distribution and posting of draft (GAs only) and official (GA and Lender) CDR's. Coordinate the press release and summary of national CDR data with Default Management Division (Application, Operation and Delivery Service).	Bus Ops - FP Srvs	Turner		-Review and analyze draft CDR's and issue rates to GAs by 2/15/08. -Conduct follow-up discussions and analysis with selected GAs to ensure accuracy of data and to determine reason for increases or decreases in default rates by 6/30/08. -Prepare default rate guide, notification letter and press release materials for release of official CDR's by 9/30/08. -Issue official CDR letters to all GAs and lenders by 9/30/08.	1/3/08	9/30/08			X	X		X	X
4.5.4	Review and analyze VFA operational and/or financial data (quarterly), fee payments and performance measures.	Bus Ops - FP Srvs	Turner		-Complete analysis and reconciliation of VFA performance fees. -Review and analyze VFA performance metrics. -Conduct follow-up (as needed) with GAs concerning VFA Agreement and performance measures and proactively address any issues identified.	10/1/07	9/30/08			X	X		X	X
4.5.5	Perform analysis of Federal Fund data and calculate Federal Reserve Ratios for all GAs.	Bus Ops - FP Srvs	Turner		Prepare a report on the Federal Reserve Ratios for all GAs, identifying those GAs that fall below the allowable minimum reserve level.	4/1/08	7/30/08			X	X		X	X
4.5.6	Participate and provide support for ED's FY 2008 annual financial statement audit to ensure all FPs' prepared by client (PBC) items are addressed.	Bus Ops - FP Srvs	Turner	Continue to provide assistance and guidance to maintain a clean audit.	-Ensure that FPs' issues are addressed and resolved timely and accurately to support Federal Student Aid's clean audit for FY 2008.	2/1/08	9/30/08			X				X
4.5.7	Analyze, review and approve Form 2000, Annual Report submissions for accuracy and to ensure compliance and consistency of reporting by GAs.	Bus Ops - FP Srvs	Turner		-Complete review and analysis of all VFA performance fee payments. - Review and determine whether performance measures are were achieved by evaluating performance metrics. -Conduct follow-up (as needed) with GAs if Annual Report is not approved. -Maintain and complete issues log of Form 2000 Annual Report submissions by 9/30/08.	2/1/08	7/30/08			X	X		X	X
4.5.8	Compile, analyze and prepare 9.5% Tax Exempt loan volume data chart on a quarterly basis.	Bus Ops - FP Srvs	Turner	Provide an enhanced process for monitoring the volume and trends associated with 9.5% LaRS lender billings to ED and loan volume to senior ED officials and other governmental agencies [i.e., GAO, Congressional Budget Office (CBO)].	-Compile data and prepare data chart on a quarterly basis within 45 days after the prior quarter ends. -Provide summary analysis of data including any anomalies and forward to Regional office for further review and/or resolution.	10/1/07	9/30/08			X	X			X

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4.6	Assist in testing and implementation of the Participation Management (PM) portion of Integrated Partner Management (IPM) as it relates to the lenders and guarantors in the FFEL Program. Lenders and guarantors will use IPM to apply for eligibility, and to access NSLDS, FMS, and FPDM.	Bus Ops - FP Srvs	Phillips/Eliadis/Beavers		Ensure that lenders and guarantors have the appropriate access to FP systems through IPM.	6/1/08	9/30/08		X					
TIER 2 - DEVELOPMENT AND INTEGRATION ACTIVITIES														
20.7	Implement National Student Loan Data System (NSLDS) enhancements.	Bus Ops - FP Srvs	Eliadis	(The needs of each enhancement will be provided when requested).	Background Note: Contingency fund for enhancements. Not known at this point.	10/1/07	9/30/08			X			X	
20.8	Implement Financial Partners Data Mart enhancements.	Bus Ops - FP Srvs	Beavers	(The needs of each enhancement will be provided when requested).	Contingency fund for enhancements. Not known at this point.	10/1/07	9/30/08			X			X	

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TIER 1 - ANNUAL ACTIVITIES														
5.1	**Enhance school program monitoring and oversight.**	Prog Compl Srvs	Edwards	**Federal Student Aid has the responsibility to perform program monitoring and oversight to ensure the integrity of the Federal Student Aid Programs.**	**- Process 96% of compliance audits within 180 days of receipt.** **- Pilot test new review strategy for strengthening oversight of publicly traded and other large school groups under common ownership.** **- Update program review standards.**	10/1/07	9/30/08	X		X			X	X
5.1.1	POC ASSESSMENT: Process school compliance audits to support on-going oversight and program monitoring.	Prog Compl Srvs	Chauvin		Process 96% of compliance audits within 180 days of receipt. FOR POC ASSESSMENT: O = 98% HS = 97% FS = 96% MS = 94% REPORT: Current Status- Accomplishments/Issues Current Measurement Project of Year End	10/1/07	9/30/08			X				X
5.1.2	POC ASSESSMENT: Resolve School Financial Statements within 90 days of receipt.	Prog Compl Srvs	Chauvin		Proportion of Financial Audits resolved within 90 days. O = 93% HS = 92% FS = 90% MS = 88% Current Status- Accomplishments/Issues Current Measurement Project of Year End	10/1/07	9/30/08							
5.1.3	Pilot new financial analysis review strategy for publicly-traded schools.	Prog Compl Srvs	Laine/ Leon		Expand monitoring strategy for publicly traded schools and large school groups under common ownership to include review of both financial analysis and Title IV compliance history. Quarterly updates will be made to track performance of subject institutions.	10/1/07	9/30/08			X				X
5.1.4	Complete Phase II of School Eligibility Channel (SEC) Program Review standardization procedures	Prog Compl Srvs	Pickett	Consistency of decision-making process across teams.	Updated program review standards.	10/1/07	9/30/08			X			X	

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5.2	**Enhance financial institution monitoring and oversight.**	**Prog Compl Srvs**	**Trubia**	**Federal Student Aid has the responsibility to perform program monitoring and oversight to ensure the integrity of the Federal Student Aid Programs.**	**- Develop risk assessment process.** **- Pilot revised standard procedures.** **- Implement revised standard procedures.** **- Process 85% of compliance audits within 180 days of receipt.**	**10/1/07**	**9/30/08**	**X**		**X**	**X**	**X**	**X**	**X**
5.2.1	Develop a risk assessment methodology to identify and assess the magnitude and potential impact of specific risks.	Prog Compl Srvs	Vroman	To select entities for program review and other oversight activity, as appropriate.	- Develop risk assessment process by 12/31/07.	10/1/07	12/31/07			X	X			X
5.2.2	Pilot financial institution standardized program review procedures.	Prog Compl Srvs	Vroman	Consistency of decision-making process across teams.	- Pilot revised procedures by 12/31/07.	10/1/07	12/31/07			X	X		X	
5.2.3	Train FP Eligibility and Oversight (FPE&O) review staff on new standard program review procedures.	Prog Compl Srvs	Vroman	Improve program monitoring provided by FPE&O.	- Implement revised standard procedures by 3/31/08.	1/1/08	3/31/08							
5.2.4	POC ASSESSMENT: Process financial institution audits to support ongoing program monitoring.	Prog Compl Srvs	Vroman		- Process 85% of audits within 180 days of receipt. FOR POC ASSESSMENT: O = 90% HS = 88% FS = 85% MS = 70% REPORT: Current Status- Accomplishments/Issues Current Measurement Project of Year End	10/1/07	9/30/08			X				X

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5.2.5	POC ASSESSMENT: Independent Quality Control of newly implemented FP standardized program review procedures.	Prog Compl Srvs	Trubia/ Dore		Accuracy Rate - Independent Quality Control. O = 90% HS = 85% FS = 80% MS = 70% Current Status- Accomplishments/Issues Current Measurement Project of Year End	6/1/08	9/30/08			X				X

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TIER 2 - DEVELOPMENT AND INTEGRATION ACTIVITIES														
20.9	**Implement the Integrated Partner Management (IPM) Solution.**	**Prog Compl Srvs**	**Wyatt**	**The IPM project addresses some of the deficiencies in Federal Student Aid's current stove-piped system architecture, characterized by multiple trading partner entry points to services, redundant data edits, redundant data storage, excessive file exchange activities, and the inability to view data holistically about a trading partner's activities and needs. These deficiencies result in barriers to performing adequate monitoring and oversight, limit Federal Student Aid's ability to provide customer service to trading partners, create frustration among customers who must deal with multiple systems to perform a single business function, and contribute to risk in the student aid programs.** **IPM will significantly improve business operations, including the critical monitoring and oversight functions, by creating the ability to track customer activities through the full life-cycle of a trading partner's functions within Federal Student Aid's systems. IPM will also increase customer satisfaction by leveraging single sign-on for trading partners.**	**- Complete Detailed Design tasks 10/31/07.** **- Complete Operations & Maintenance (O&M) TO#1 for preplanning 12/31/07.** **- Develop and award O&M TO#2 for Phase 1 4/30/08.** **- Award TO for Phase 2 Development 5/1/08.** **- Develop and implement Phase I - enrollment & eligibility 9/30/08.** **- Retire eAPP, eZ-Audit, ERM, LAP and PM (SAIG) 9/30/08.**	10/1/07	9/30/08	X	X	X			X	
20.9.1	Complete Detailed Design tasks for iteration 1A.	Prog Compl Srvs	Wyatt		Complete and accept all detailed design deliverables for IPM core processing.	10/1/07	12/1/07							
20.9.2	Complete O&M TO#1 for preplanning.	Prog Compl Srvs	Wyatt		Define and accept O&M plans.	10/1/07	12/31/07							
20.9.3	Development and implement Phase I.	Prog Compl Srvs	Wyatt		Development, testing and implementation of Phase 1 - Enrollment and Eligibility.	10/22/07	9/30/08							

FY 2008 PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	FSA PRIORITY	Objectives 1- Federal Student Aid Systems Integration and Technology Solution Initiatives	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Ongoing Operational Initiatives
20.9.4	Develop and award O&M TO#2 for Phase 1 support.	Prog Compl Srvs	Wyatt		O&M support for Phase 1 implementation.	1/1/08	4/30/08							
20.9.5	Award TO for Phase 2 Development.	Prog Compl Srvs	Wyatt		Funding and validation for Phase 2 development Oversight.	1/1/08	5/30/08							
20.9.6	Retire legacy systems.	Prog Compl Srvs	Wyatt		Retire eAPP, eZ-Audit, ERM, LAP and PM (portion of SAIG)	9/1/08	9/30/08							
20.9.7	Complete Detailed Design tasks for iteration 1B.	Prog Compl Srvs	Wyatt		Complete and accept all detailed design deliverables for IPM Phase 1 functionality.	12/26/07	3/31/08							
20.9.8	Complete Detailed Design tasks for iteration 2.	Prog Compl Srvs	Wyatt		Complete and accept all detailed design deliverables for IPM Phase 2 functionality.	2/19/08	4/30/08							
20.10	**Implement interagency agreement to conduct campus security site visits focusing on crime data verification.**	**Prog Compl Srvs**	**Minor/ Pickett**	**Campus security is an important compliance area that requires expertise in analyzing crime statistics.**	**- Draft Interagency Agreement (IAA) and present to Association of State Uniformed Crime Reporting Programs. - Submit draft IAA to FSA and FBI senior management for approval. - Submit final IAA to ED Contracts Office. - Award an interagency agreement by 03/31/08.**	**10/1/07**	**6/30/08**			X				
20.10.1	Present Draft IAA at the Association of State Uniformed Crime Reporting Programs.	Prog Compl Srvs	Minor		Present FSA Draft IAA.	10/1/07	10/30/07			X				
20.10.2	Submit draft of IAA to OGC for comments.	Prog Compl Srvs	Minor		Submit Draft Copy of IAA to OGC.	11/3/07	11/30/07			X				
20.10.3	Complete draft IAA for comments and final IAA for approval by FBI and FSA senior management.	Prog Compl Srvs	Minor		Submission of final IAA document to FSA and FBI senior management for approval.	12/3/07	2/29/08			X				
20.10.4	Submit signed IAA Agreement to Contract Office for final ED approval.	Prog Compl Srvs	Minor		Submission of signed IAA document to ED Contract Office.	1/3/08	3/31/08			X				
20.10.5	Submit Interagency Agreement (IAA) to FBI for final signature.	Prog Compl Srvs	Minor		Submit the interagency agreement to FBI for final signature to conduct campus security site visits focusing on crime data verification by 5/31/08.	10/1/07	6/30/08			X				

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									1 - Federal Student Aid Systems Integration and Technology Solution Initiatives	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Ongoing Operational Initiatives
TIER 1 - ANNUAL ACTIVITIES														
6.1	Meet the Secretary's Priorities related to Application Simplification	Std Aid Awnss & App Srvs	Brown	Per the Secretary's Commission On the Future of Higher Education, "the financial aid system is confusing, complex, inefficient, duplicative...." For the typical household, the Free Application for Federal Student Aid is longer and more complicated than the federal tax return. Moreover, the current system does not provide definitive information about freshman year aid until the spring of the senior year of high school, which makes it hard for families to plan and discourages college attendance.	-Enhanced usability of the SAR. -Real-time ACSI survey assessment for FOTW. -Spanish-language SAR, e-SAR, COTW and supporting FOTW access. -FAFSA-by-phone. -Enhanced FAFSA4caster. -PDF FAFSA (English and Spanish). -Real-time PIN.	10/1/07	9/30/08	X						
6.2	Meet the Secretary's Priorities related to Increased Aid Awareness	Std Aid Awnss & App Srvs	Pemberton	Per the Secretary's Commission On the Future of Higher Education, "the financial aid system is confusing, complex, inefficient, duplicative...." For the typical household, the Free Application for Federal Student Aid is longer and more complicated than the federal tax return. Moreover, the current system does not provide definitive information about freshman year aid until the spring of the senior year of high school, which makes it hard for families to plan and discourages college attendance.	-College.gov. -8th grade/early awareness portal.	10/1/07	9/30/08	X						

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6.3	Implement aid awareness and outreach initiatives.	Std Aid Awnss & App Srvs	Douglas	Current students and prospective students, both traditional and nontraditional, need to better understand and benefit from financial aid programs.	-Continue to expand Ambassadors program to all regional offices with an emphasis on developing a cadre of formal presenters. The Ambassadors Program is a phased-in volunteer outreach project designed to: - Enable Federal student Aid to meet the ever-increasing demand to provide information to our customers at events nationwide. -Broaden our reach to low-income students who are traditionally underrepresented in education beyond high school to make them aware that funding for postsecondary education is possible. -Utilizing grass roots organizations to reach our target audience in conjunction with attending focused outreach events in areas where the audience resides.	10/1/07	9/30/08						X	X
6.3.1	Leverage Alliance grassroots support and mass messenger programs along with support other organizations so that Federal Student Aid extends its influence and information dissemination using the resources of others.	Std Aid Awnss & App Srvs	Douglas/ Muncie	Establish Federal Student Aid as the trusted source for federal student aid information. To accomplish broad as well as targeted goals, need more resources than Federal Student Aid has currently.	-Research potential alliance members (9/07). -Develop recruitment material (10/07). -Recruit grassroots members (12/07). -Coordinate with members (primarily to provide content, communications material, etc. related to PSA outreach) (6/08) -Measure results (9/08).	10/1/07	9/30/08							X

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6.3.2	Provide accurate and timely information through a variety of media, thus meeting the needs of our audiences.	Std Aid Awnss & App Srvs	Douglas/ Muncie	Students, parents, counselors, FAA's and other customers should find the information they need to make financial aid decisions quickly and easily.	-Flagship publications are accurate (as reviewed by Subject Matter Experts (SMEs)) and are timely (are available to audiences by 1/1/08). -Support Secretary's Action Plan for Higher Education (Affordability proposal "Notify students of their estimated aid eligibility before spring of their senior year in high school.") by featuring information about FAFSA4caster in flagship publications and on student and counselor sites. -Review all existing SAAAS publications in light of any new legislation; update; make updated versions available online by 9/30/08; and print new versions as appropriate. -Determine feasibility of new usability testing.	10/1/07	9/30/08							X
6.3.3	Conduct outreach with an emphasis on our target audiences.	Std Aid Awnss & App Srvs	Douglas/ Muncie	Effectively communicate Federal Student Aid's products and Services to those that are most in need and are most likely to require additional assistance. Increase trained resources and effective utilization of human capital.	-Expand involvement and participation with at least one national/regional Hispanic organization by June 30, 2008. Identify geographic areas with significant population clusters of target audience (i.e. Hispanic populations) to be included in the next phase of the Ambassadors Program. -Increase Federal Student Aid's participation in National Scholarship Search (NSS), National Association of College Admissions Counseling (NACAC) and other major events by 2% vs. FY '07 (subject to travel and staffing resources). -Develop new partnership with at least one national or regional organization to increase Federal Student Aid's outreach to our target audience.	10/1/07	9/30/08							X

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6.3.4	POC ASSESSMENT: Increase Utilization of FAFSA4caster Site through Expanded Aid Awareness and Outreach Activities.	Std Aid Awnss & App Srvs	Douglas/ Brown		Number of users that submit information to receive an eligibility estimate. These are in addition to those received through August 2007. O = 200,000 HS = 100,000 FS = 75,000 MS = 50,000 REPORT: Current Status- Accomplishments/Issues Current Measurement Project Year-End Result	10/1/07	9/30/08							
6.3.5	Increase trained resources and effective utilization of Federal Student Aid Human Capital resources.	Std Aid Awnss & App Srvs	Douglas/ Muncie	Staff outreach events (presenters and information specialists)	-Expand rollout of Ambassadors Program to include all regions by 7/30/08. -Launch quarterly Ambassadors training sessions for new volunteers. -Develop cadre of formal presenters (minimum 15) to become stand – alone presenters by 10/30/07. -Launch "apprentice-style" orientation and mentoring for formal presenters by 10/30/07. -Ensure the development and implementation of Professional Presentations training module by 12/30/07. -Elevate knowledge and experience level of at least 25% of Tier One Ambassadors to become On-Site Event Managers by 3/31/08.	10/1/07	9/30/08							
6.3.6	Reach customers through SAOTW and Federal Student Aid for Counselors and Mentor site.	Std Aid Awnss & App Srvs	Douglas/ Muncie	Students and other customers should find the information they need to make financial aid decisions quickly and easily while demonstrating increasing comfort with Federal Student Aid's electronic products and services	Increase by 10% over FY 2007 the number of MyFSA data transfers to the FAFSA and FAFSA4caster. -Increase by 10% over FY 2007 the number of MyFSA accounts established. -Increase by 10% over FY 2007 the number of visitors to FSA4Counselors.	10/1/07	9/30/08							X

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6.4	**Implement application products and customer services.**	**Std Aid Awnss & App Srvs**	**Douglas**	**The needs of students must be identified in order to provide products and services they can use.**	**-Increase awareness/use of FAFSA4caster.** **-Students residing in Puerto Rico, create a segway to matching tax line items on the Puerto Rican return with those from the U.S. tax line.** **-Evaluate the impact of providing a Portable Document Format (PDF) version of the FAFSA for download and completion. Evaluate strategic deployment of telephone filing option.**	**10/1/07**	**9/30/08**						**X**	**X**
6.4.1	Explore strategies to simplify the application experience.	Std Aid Awnss & App Srvs	Douglas/ Brown	Explore strategies to simplify the application experience to include pre-population of FAFSA data elements from other data sources.	-Identify entities that provide information and access to public benefits. -Evaluate feasibility for potential partnerships for federal student aid information dissemination and/or collection. -Develop partnership strategies.	10/1/07	6/30/08							X
6.4.2	Revise student aid application output.	Std Aid Awnss & App Srvs	Douglas/ Brown	Effectively communicate to students the results of the application process. Assist students with understanding the "next steps" in the application/financial aid process.	-Use customer feedback and usability to inform enhancements. -Expand redesign to include data transcript. Simplify flow, readability and corrections format. -Evaluate impact of redesigned Student Aid Report (SAR).	10/1/07	9/30/08							X
6.4.3	Crosswalk U.S. tax form line items to the Puerto Rican tax form equivalents.	Std Aid Awnss & App Srvs	Douglas/ Muncie/ Brown	Improve the accuracy of income information provided by Puerto Rican applicants.	Create a crosswalk from U.S. tax line items to Puerto Rican tax form line items no later than 3/08. Distribute to high schools and colleges in Puerto Rico. Post to various Federal Student Aid websites.	10/1/07	3/31/08							
6.4.4	Increase knowledge of eligibility for federal student aid programs.	Std Aid Awnss & App Srvs	Douglas/ Brown	Provide eligibility information for all types of federal student aid, to include grants, loans and work-study.	-Increase awareness/use of FAFSA4caster. -Use EFC calculations to develop sample award scenarios based on student college preferences.	10/1/07	9/30/08							

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6.4.5	Reduce the cost of the FAFSA printing and distribution.	Std Aid Awnss & App Srvs	Douglas/ Brown	Design FAFSA printing and distribution strategy based on product utilization and customer need.	-Align application products and services with customer filing behaviors. -Provide students with direct access to application products based on their filing preferences. -Evaluate the impact of providing a PDF version of the FAFSA for download and completion. Evaluate strategic deployment of telephone filing option.	10/1/07	9/30/08							X
6.5	**Improve customer interaction through customer feedback.**	**Std Aid Awnss & App Srvs**	**Douglas**	**Customer feedback should drive product development and communication.**	**-Respond to ninety-five (95%) of customer requests for information within 10 days.** **-New survey data will be used to inform real time enhancements through change management process.** **-Maintain a satisfaction level of at least 90% of all respondents who reported they would recommend FSA4Counselors to colleagues or other persons who work with students wanting to further their education beyond high school.**	**10/1/07**	**9/30/08**						**X**	**X**
6.5.1	Respond accurately and timely to customer requests managed by the Editorial Services Contract.	Std Aid Awnss & App Srvs	Douglas/ Brown	Current students and prospective students need to better understand financial aid products and services.	-Respond to ninety-five (95%) of customer requests for information within 10 days. -Ninety-eight (98%) of QC'd responses will be accurate. -Expand quality assurance process to include review by additional Students Channel subject matter experts (including Spanish correspondence).	10/1/07	9/30/08							X

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6.5.2	Enhance centralized data analysis for Students Channel.	Std Aid Awnss & App Srvs	Douglas	It is vital that Federal Student Aid have accurate data on its processes, products and customers in order to inform business decisions.	-Use data mining and trend analysis to identify trends in applicant pool and filing tendencies. -Leverage new reporting tools to enhance the depth of analysis for the students Channel tools. -Incorporate data from other educational agencies with data from Federal student Aid to enhance analyses. -Use trend analysis to measure effectiveness of programs and inform business decisions and operational improvements for customer interactions.	10/1/07	9/30/08							X
6.5.3	Monitor customer feedback for FOTW.	Std Aid Awnss & App Srvs	Douglas/ Brown	Federal Student Aid needs to assure that customers find value in its products and services.	-FOTW achieves an ACSI score of 83 or higher. New survey data will be used to inform real-time enhancements through change management process.	10/1/07	9/30/08							X
6.5.4	Monitor customer feedback for SAOTW and FSA4Counselors.	Std Aid Awnss & App Srvs	Douglas/ Muncie	Federal Student Aid needs to assure that customers find value in its products and services.	-Maintain a satisfaction level of at least 90% of all respondents who reported they would recommend SAOTW to friends, colleagues, or others '-Maintain a satisfaction level of at least 90% of all respondents who reported they would recommend FSA4Counselors to colleagues or other persons who work with students wanting to further their education beyond high school.	10/1/07	9/30/08							X

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6.5.5	Monitor customer interaction with Federal Student Aid Information Center (FSAIC).	Std Aid Awnss & App Srvs	Douglas/ Brown	Federal Student Aid should be a proactive manager of the student experience.	-Evaluate the use of call calibration to align vendor performance and Federal Student Aid/customer expectations and feedback. -Expand Federal Student Aid expertise around customer service delivery, supporting technology through market research. -Expand quality assurance process to include review by additional SAAAS Students Channe subject matter experts (including Spanish calls).	10/1/07	9/30/08							X
6.5.6	Enhance Enterprise-wide services for Federal Student Aid -- document design, translation, printing and fulfillment.	Std Aid Awnss & App Srvs	Douglas/ Muncie	Federal Student Aid needs to assure that the process for document design, translation, printing and fulfillment is customer-focused and efficient.	-Take suggestions from our customers throughout the year, review and revise forms and processes to meet the needs of the customer while maintaining appropriate projec oversight -Keep the customer informed of the status of their projects (document design, printing & fulfillment) on a regular basis. -Review the process to ensure the customer receives accurate output (quarterly). -Conduct the survey March and Sept 2008 and document improvements made to the process based on customer feedback. -Increase customer satisfaction level from 4.3 to 4.4	10/1/07	9/30/08							X

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6.6	**Implement Federal Student Aid Enterprise Communications Strategy.**	Std Aid Awnss & App Srvs	**Douglas**	**The goal of Federal Student Aid's enterprise communications strategy is to establish a unified approach to positioning Federal Student Aid with customers, partners and employees in order to articulate the benefits of postsecondary education for all eligible individuals, to raise awareness of the availability of federal financial aid, to establish Federal Student Aid as the trusted source for financial aid information, to encourage use of Federal Student Aid's tools and resources, to cultivate partnerships with national, regional and local organizations that share our goal of promoting awareness of and access to postsecondary education, and to improve the consistency of all our print and electronic communications.**	**-Implement 2008 public service campaign through the development and distribution of video, radio, cinema and transit public service announcements (PSAs).** **-Refine and expand pilot that demonstrates the effective targeting of outreach to underrepresented populations.** **-Conduct national training for counselors and mentors.**	**10/1/07**	**9/30/08**		X				X	
6.6.1	Implement 2008 public service campaign.	Std Aid Awnss & App Srvs	Douglas/ Muncie	The public service campaign plays an essential role in implementing the Enterprise Communications Strategy. It creates and delivers messaging designed to increase awareness of the availability of financial aid for postsecondary education while also addressing and eliminating barriers that prevent individuals from taking action. In addition, the campaign will be targeted toward mainstream audiences with an emphasis on reaching underrepresented and target markets that need this information the most.	-Implement public service campaign focused on increasing awareness of the availability of financial aid for postsecondary education and on eliminating barriers that prevent eligible individuals from applying. -Develop and distribute video, radio, cinema and transit public service announcements. -The goal is for the PSAs to air/play 60,000 times on TV and radio stations with the possibility of 300 million audience impressions	**10/1/07**	**9/30/08**		X				X	

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6.6.2	Refine and expand underrepresented strategy pilot.	Std Aid Awnss & App Srvs	Douglas/ Muncie	Certain populations are underrepresented in terms of their participation in postsecondary education. In response to this need, Federal Student Aid is developing a strategy/approach for reaching these populations through traditional and non-traditional communications. A focus is also being placed on creating a model/approach that can be self-sustained by local organizations, as well as replicated.	Refine and expand pilot demonstrating effective targeting of outreach to underrepresented populations by (1) developing and implementing exit strategie in the initial pilot markets that will transition efforts to sustain outreach from Federal Studen Aid to grassroots organizations; and, (2) planning a new pilot that targets Hispanic populations.	10/1/07	9/30/08		X				X	
6.6.3	Conduct national training for counselors and mentors.	Std Aid Awnss & App Srvs	Douglas/ Muncie	Counselors and mentors play an essential role in delivering critical financial aid information to students. This free training program is designed to give counselors comprehensive up-to-date information, materials, and resources regarding federal and state student financial aid programs so that counselors can assist students in funding their postsecondary education goals.	-Conduct the initial launch of the National Training for Counselors and Mentors initiative focused on providing free training and support for counselors and mentors who assist students and their families in preparing financially for college. -Plan, conduct and evaluate the initial launch with training offered in at least ten states.	10/1/07	9/30/08		X				X	
6.7	**Ensure the integration of student issues, requirements, needs and wants are incorporated into student facing products and services.**	**Std Aid Awnss & App Srvs**	**Douglas**	**It is vital that Federal Student Aid have accurate data from our products and services in order to enhance the customers experience.**	**Ensure that customer feedback surveys, focus groups, usability, etc. are captured and tracked. Ensure analysis of collected data is shared with appropriate business owners for consideration in product and service enhancements. Monthly reports to General Manager and discussions around how to best socialize the reports among the enterprise.**	**10/1/07**	**9/30/08**						X	

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6.8	**FY08 Priority: Support implementation of Target State Vision (TSV).**	**Std Aid Awnss & App Srvs**	**Douglas**	**There is no current single access point to retrieve a 360-degree view of student, organization or aid; multiple systems hold key data that is not always in sync; access to key data is controlled by individual systems and contractors; access to key data is difficult to obtain; data not readily integrated in current environment; enterprise lacks agreement on integrated student view content and presentation.**	**-Business requirements are fully documented and suitable for inclusion into and RFP for ISV construction and implementation.** **-Approach for moving forward with implementation is fully documented and understood.** **-Phases for implementation reflect Business priorities and are clearly defined.** **-data to be included in ISV is fully defined.** **-Presentation of data in the portal is modeled.** **-Required changes to legacy systems have been documented.** **-Dependencies have been analyzed and documented.**	**10/1/07**	**9/30/08**	**X**						
6.8.1	Define Integrated Student View (ISV).	Std Aid Awnss & App Srvs	Douglas/ Brown	Student Aid on the Web, the FAFSA and the PIN websites are primary entry points for Federal Student Aid customers. At each point key identifiers and other demographic information is provided. Federal Student Aid needs to determine to what extent it can leverage this data to establish the integrated student view.	Provide resources to team tasked with defining the integrated student view.	10/1/07	9/30/08							
6.8.2	Define integrated customer care.	Std Aid Awnss & App Srvs	Douglas/ Brown	Federal Students Aid needs to provide a consistent customer service experience across the enterprise.	Establish Federal Student Aid customer care network.	10/1/07	9/30/08							

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TIER 1 - ANNUAL ACTIVITIES														
7.1	Manage FMS operations.	CFO	Thomas/ Hurt	The Federal Student Aid FMS allows the Federal Student Aid CFO to account for all Federal Student Aid program transactions (e.g. FFEL, GA, Pell, Direct Loan, etc.), perform funds checking, performs financial reporting, and processes Federal Student Aid payments. FMS, consisting of Oracle U.S. Federal Financials, is the single point of financial information, integrating transactions both from the Federal Student Aid feeder systems as well as from the Department's CFO GAPS. Accordingly, FMS provides consolidated data to support key management analysis and is the only place within the Department of Education to obtain a comprehensive financial picture of a school across all Federal Student Aid programs. In FY 2008, FMS expects to complete the following baseline requirements: · Archiving – address FMS data growth by removing FY04 financial data from the FMS production database. This annual activity removes older fiscal year data and stores it in	-Successfully achieve FMS Monthly Operational Metric 2.2 (Successfully satisfy all requirements of the FMS Operations task order) at least 75% (>= 9 out of 12 months) of the time. Metric 2.2 summarizes the 21 FMS operational requirements that cover Operational Management, System Processing (daily, monthly, quarterly, annual), General Ledger Closing, Change Management, Configuration Management, Security, and Help Desk Management activity. - Meet or exceed 90% (score >= 45 out of 50) of the 10 Post Implementation Review (PIR) components: Business Case & Vision Planning, Requirements vs. Implementation, Product Performance Metric, Security, Risk & Risk Mitigation, Technical Architecture, Cost, Schedule,	10/1/07	9/30/08							X

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				to complete the following baseline requirements: · Archiving – address FMS data growth by removing FY04 financial data from the FMS production database. This annual activity removes older fiscal year data and stores it in an Application Archiving solution that provides on-line access to the data. · Common Services for Borrowers (CSB) legacy systems - address the FMS interface changes that will be required to support the development and production implementation of updates to the CSB legacy systems. This initiative is expected to consolidate the existing transaction flows while improving the interface internal controls. · Integrated Partner Management (IPM) –address the FMS interface changes that will be required to support the development and production implementation of the Integrated Partner Management (IPM) solution. This initiative is expected to consolidate the collection, management, and sharing of FSA partner data among the various FSA systems.	Customer Use & Satisfaction, and Process Improvement & Innovation.									

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7.2	Oversee issuance and analysis of Federal Student Aid's financial statements and financial statement audit.	CFO	Clark/ Smith/ Downing/ Nelson	Meet government-wide accounting and financial management requirements issued by Federal Accounting Standards Advisory Board (FASAB), Chief Financial Officer's Act, Credit Reform Act, OMB, and Treasury.	- Ernst & Young issues an unqualified opinion of Federal Student financial statements for FY 2007. - CFO will follow and meet Federal Student Aid's audit deadlines, using agreed upon QC procedures. - Reconcile Federal Student Aid accounts and identify differences within 30 days after month-end close. - Research differences within 60 days after month-end close. - Analyze accounting treatment changes identified; guide accounting treatment changes through the AIB process. - Prepare detailed Fluctuation Analyses for the loan and grant programs, discussing any audit issues for FSA generated data. - CFO coordinates FSA's responses for reportable findings and management letter issues from FY2007 and monitors progress to ensure timely completion. (Note: Historically, we have done this for reportable findings entered and tracked in AARTS and management letter issues tracked off-line.)reportable findings entered and tracked in AARTS and management letter issues tracked off-line.)	10/1/07	9/30/08		X	X				X

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7.3	Comply with OMB Circular A-123, Appendix A requirements.	CFO	Blot/ Hurt	OMB Circular A-123, Appendix A describes management's responsibility for internal controls over financial reporting and defines requirements for the annual assessment of these controls. CFO helps coordinate the implementation of these "A-123A" requirements with the Dept. and across Federal Student Aid. For FY06 (the first year the new Appendix A took effect) and for FY07, Federal Student Aid - in coordination with the Dept. - performed and documented an assessment of key controls over financial reporting and issued an assurance statement on the effectiveness of these controls. Significant documentation on Federal Student Aid's internal control framework (including, e.g., entity-level controls, process or transaction-level controls, and IT controls) was developed or consolidated and improved upon during the FY06 and FY07 assessments. Expanding the internal control framework that was developed for A-123A compliance will drive consistency in how processes and controls are documented, managed, and assessed moving forward. Processes and controls documented as a function of the FY 2006 and FY2007 A-123A assessments and future efforts shall be in a consistent format, have shared data attributes, and will be stored in the same tool or repository allowing for multiple reporting from a single source. The process and control documentation, for example, may also be leveraged for requirements definition for system procurements or implementations or allow for compliance testing for multiple purposes (e.g., Appendix A, Appendix C - Improper Payments, Joint Financial Management Improvement Program (JFMIP), etc.).compliance will drive consistency in how processes and controls are documented, managed, and assessed moving forward. Processes and controls documented as a function of the FY 2006 and FY2007 A-12	- Federal Student Aid stays compliant with A-123A and builds upon its internal control framework by documenting all FY07/08 key controls over financial reporting, assessing said controls, and providing assurance on the effectiveness of those controls and, if applicable, issuing related disclosures to the Dept. This assesment requires: - the acquisition and management of contractor services; - the development of an assessment plan and methodology, including scoping decisions based on quanitative and qualitative factors; - the documentation and testing of key controls over financial reporting for in-scope processes and systems; - the evaluation of test results, including a final list of observations and recommendation as to the significance of those findings; and - a recommendation on a final assurance statement regarding the effectiveness of the controls. - Federal Student Aid coordinates corrective action plans on any identified findings.	10/1/07	9/30/08			X			X	

FY 2008 PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	FSA PRIORITY	1 - Federal Student Aid Systems Integration and Technology Solution Initiatives	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Ongoing Operational Initiatives
				A, Appendix C - Improper Payments, Joint Financial Management Improvement Program (JFMIP), etc.).										
7.4	Manage Activity-Based Management (ABM) program.	CFO	Tracey/ Reynolds	In order to facilitate the reduction of administrative costs, identify business process improvement opportunities, and assist in budget formulation, Federal Student Aid continues to expand its activity-based management program.	- Completion of the FY 2007and Q1, Q2, and Q3 FY2008 models based on actual costs and measures. - Identify examples where the model can help improve Federal Student Aid processes and/or reduced costs. - Utilizing ABM model results in the FY 2009 and 2010 budget formulation and projects. - Evaluation and approval of ABM outputs to be useful to Federal Student Aid Program managers.	10/1/07	9/30/08				X		X	X
7.4.1	POC ASSESSMENT: Decrease the unit cost of direct administrative costs for origination and disbursement of student aid.	Bus Ops/ CFO	Leith/ Reynolds/ Tracey		ABM Unit Cost for COD. O - $3.93 HS - $3.99 FS - $4.05 MS - $4.11 REPORT: Current Status- Accomplishments/Issues Current Measurement (Current UC metric) Project Year-End Result (UC metric)	6/30/08	9/30/08				X			

FY 2008 PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	FSA PRIORITY	Objectives					
									1 - Federal Student Aid Systems Integration and Technology Solution Initiatives	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Ongoing Operational Initiatives
7.5	Manage Federal Student Aid Administration Division to include purchase card, invoice travel activities and reconciliation of Intra-Governmental Payment and Collections (IPACs).	CFO	Richardson/ Reynolds	In order to facilitate Federal Student Aid staffs' travel and purchase needs, provide necessary support for invoicing, travel authorizations and payments, reconciliation of purchase cards and IPACs.	For every measurement on FSA's OMB MTS Public Treasury Scorecard and IPAC matching:- Perform monthly rolling reviews assessing delinquency/aging rates on all activities - Monitor the measurement outcomes - Report information to the appropriate personnel, office, and/or management - Provide assistance and/or guidance to appropriate personnel, office, and/or management - Review policies or procedures to make improvements and to assure compliance with guidance. - Perform quarterly cycle audits for travel, purchase cards, and T&A (CFO).	10/1/07	9/30/08							X
7.6	Formulate, justify and execute Federal Student Aid's administrative budget.	CFO	Lucas/ Reynolds	Federal Student Aid obligates almost $1 billion annually to operate student financial assistance, using more than 100 contract vehicles and staff of over 1,000. The budget must be monitored through effective use of reports such as the Status of Funds Report so that resources can be directed to fulfill Federal Student Aid Performance Plan objectives.	- Formulate and execute Federal Student Aid's budget. - Effectively manage Federal Student Aid's appropriation and assure conformance to anti-deficiency requirements. - Deliver Status of Funds Report and other monthly budget reports delivered to Executive Leadership Team (ELT) the second Monday of every month. - Ensure no administrative funds lapse. - Work with ELT to ensure Federal Student Aid priorities are funded.	10/1/07	9/30/08							X

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									1 - Federal Student Aid Systems Integration and Technology Solution Initiatives	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Ongoing Operational Initiatives
7.7	Manage Accounting Operations.	CFO	Baker/ Nelson	Ensure all program transactions are entered appropriately into FMS. Program transactions include all FP Invoicing (i.e., LaRS and Form 2000) transactions, system interfaces not processed by FMS Operations (e.g., DMCS file), and systematic Applications Desktop Integrator (ADI) transactions (e.g., borrower overpayment refunds, CDDTS transactions). Ensure interface files to/from Financial Management System Software (FMSS) (i.e., daily FMSS summary interface files, Automated Budget Funding Entry (ABE) files, splitter allocation table, splitter re-allocation files, etc.) and payment files sent to Treasury through EDCAPS are processed in accordance with documented standard operating procedures.	- Maintain OMB approval of Form 2000 and LaRS reporting formats. - Process all program transactions and EDCAPS interfaces in a way that maintains the 2-day month-end closing schedule. - Continue to reduce manual transactions by automating system interfaces, when possible. - Maintain high ACSI scores for FMS and LaRS. - Process operating partner manual adjustments in a timely manner. - Begin transition of lender's to pay.gov.	10/1/07	9/30/08							X
7.8	Manage Information Technology (IT) Assets.	CFO	Tracey/ Reynolds	Senior management needs to be able to assert as to the accuracy of the organization's physical IT inventory.	- Develop Service Level Agreements for Centralized Asset Management Team - Transfer Asset Management responsibilities from current business unit Asset Managers to Centralized Team - Following transfer of assets, report on available pool of assets (PCs) on a monthly basis - Develop Process for conducting Inventory/Accounting for Flash Drives, BlackBerrys, Cell Phones. - Successfully Account for 90% of IT Assets Assigned to Federal Student Aid (per the Asset Management System) in the FY 2008 IT Asset Inventory. - CPPM Certification for Centralized Asset Management Team members.	10/1/07	9/30/08		X	X				X

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TIER 2 - DEVELOPMENT AND INTEGRATION ACTIVITIES														
20.11	**Implement Financial Management System (FMS) enhancements.**	CFO	Thomas/ Hurt	In FY 2008, FMS expects to complete the following category of discretionary requirements: - Form 2000 and Lender Reporting System (LaRS) enhancements - As part of the O11ie project, Federal Student Aid gathered from the FFEL community numerous requirements for improvements to the Form 2000 and LaRS. The intent is to continue to analyze and possibly implement many of these new requirements. We expect the changes to improve controls, while improving customer satisfaction with the process of completing and submitting FFEL data. - Operations Processing Internal Control & Performance enhancements - As a result of user requests and various audit reviews, Federal Student Aid continues to gather enhancement requirements for FMS. The intent is to continue to analyze and possibly implement many of these new requirements. We expect the changes that are implemented to strengthen FMS' internal controls and data integrity, improve system performance, and improve customer satisfaction.	Meet or exceed 90% (score >= 45 out of 50) of the 10 Post Implementation Review (PIR) components: -Business Case & Vision Planning, Requirements vs. Implementation, Product Performance Metric, Security, Risk & Risk Mitigation, Technical Architecture, Cost, Schedule, Customer Use & Satisfaction, and Process Improvement & Innovation.	10/1/07	9/30/08			X				

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20.12	Automate and/or Improve Reconciliations.	CFO	Thomas/ Hurt/Smith/Nelson	The reconciliations currently performed reconcile material balance sheet accounts and all FMS:FMSS trial balance accounts. Some reconciliation processes are inefficient and not as effective as possible. Additional reconciliations need to be developed. Through the use of technology, the norm for Federal agencies and private sector companies today is a sustainable transaction based reconciliation process. To continue to enhance its reconciliation efforts, CFO needs to further re-engineer it processes and automate. The CFO Reconciliation Project includes identifying and automating CFO's selected reconciliations using the most appropriate tool (Checkfree or FMS customization).	- FSA CFO decides upon the most effective reconciliation tool for individual reconciliations and reconciliation families. - The following reconciliations are successfully automated using the most effective tool: 1. General Ledger to Sub ledgers – AP & AR. 2. Lender Reconciliation 3. FMS to FMSS/GAPS 4. COD School Account Statement (SAS) to FMS/IF010 5. Form 2000 - GA to FMS	10/1/07	9/30/08			X				

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									1 - FSA Systems Integration and Technology Solution Initiatives	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Ongoing Operational Initiatives
TIER 1 - ANNUAL ACTIVITIES														
8.1	**Provide Enterprise Architecture (EA) support to the organization.**	CIO	Reddy	**Enterprise Architecture needs to manage alignment points between Data Architecture, Capital Planning Investment Control (CPIC), Strategic Planning, Enterprise Performance Management Service (EPMS) Program Management, and the Department of Education.**	**- Maintain the Enterprise Architecture, which includes documentation of the as-is and to-be architectures, approved and submitted annually.** **- Review Project Concept Documents and Exhibit 300s and receive 'meets expectations' on the Department's scoring of the EA Alignment section of Exhibit 300s.** **- Receive 'meets expectations' rating on OMB assessment of EA Program.** **- Maintain the EA Work Products Guide and the EA Technology Standards and Products Guide, updated quarterly.** **- Maintain the Enterprise Architecture and Integration websites, updated quarterly.** **- Maintain the Enterprise Architecture repository, 97% of artifacts under CM and approved by 9/30/08.** **- Create the Business Services Registry, modeling 100% of the business services at the enterprise level and 20% of the major business segments by 9/30/08.**	10/1/07	9/30/08		X					
8.1.1	Execute a coordinated EA Program that effectively aligns technology decisions to FSA's business needs, investment processes and IT lifecycle management processes.	CIO	Reddy	FSA needs to maintain EA processes that promote movement to the Target State Vision and consistent adoption of IT standards and best architecture practices.	- Maintain the Enterprise Architecture, which includes documentation of the as-is and to-be architectures. - Review Project Concept Documents and Exhibit 300s.	10/1/07	9/30/08		X					
8.1.2	Implement an EA that is compliant with relevant external requirements while providing value to FSA Business Owners.	CIO	Reddy	FSA needs to respond to OMB, GAO, OIG (2002 audit), and Department requirements to demonstrate maturity in our EA Program and alignment with the Department of Education's agency-wide EA. In addition, the EA program must be useful to accomplish FSA's mission.	- Receive 'meets expectations' rating on OMB assessment of EA Program. - Maintain the EA Work Products Guide and the EA Technology Standards and Products Guide, updated quarterly. - Receive 'meets expectations' rating on the Department's scoring of the EA Alignment section of Exhibit 300s.	10/1/07	9/30/08		X					

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8.1.3	Maintain EA repositories and websites and provide support on modeling tools.	CIO	Reddy	To be effective, the EA program needs to provide business and system owners with access to the tools, standards and information needed to understand and implement the requirements of enterprise architecture.	- Maintain the Enterprise Architecture and Integration websites. - Maintain the Enterprise Architecture repository. - Create the Business Services Registry.	10/1/07	9/30/08		X					
8.2	**Provide security and privacy support.**	CIO	Reddy / Ingwalson	**To comply with Federal and Departmental requirements, Federal Student Aid's security program needs to provide guidance and assistance to FSA's business units. The Security & Privacy (S&P) initiative provides a centralized point of contact and response for security and privacy issues at FSA. Rather than requiring additional independent security support within each FSA business unit (which would likely result in inconsistent interpretations of Federal and departmental guidance and requirements) the S&P team needs to consolidate the function, to allow a more efficient process, consistent FSA security approaches, and a better allocation of resources.**	-Deliver security training to system security officers that keeps them abreast of changes in Federal mandates and Departmental policies and procedures. Complete no less than four training sessions by 9/30/08 that can satisfy the System Security Officer specialized training requirements. -Ensure Federal Student Aid satisfactorily completes 90% of all annual self-assessments, and inventory worksheets for production systems in time for the Department's FY 2008 fourth quarter Federal Information Security Management Act (FISMA) report. -Ensure Security Audit and Assessment findings are updated into the Operational Vulnerability Management Solution (OVMS). Validate remediation for system security actions identified in the OVMS within 15 business days from evidence submissions.	**10/1/07**	**9/30/08**			X				X
8.2.1	Deliver security training to system security officers that keeps them abreast of changes in Federal mandates and Departmental policies and procedures.	CIO	Reddy / Ingwalson	To respond to FISMA requirements, FSA individuals working in IT-related fields need to complete security training annually. FSA needs to keep System Security Officers abreast of changes in requirements and processes to meet this essential requirement.	-Complete Security Assessments and assist systems complete pre-certification work on all systems completing C&A in FY 2008. FOR POC ASSESSMENT - Security training completed by 8/1/08. All contractors and employees are required to complete training. O = 90%; HS = 85%; FS = 80% REPORT: Current Status-Accomplishments/Issues; Current Measurement; Year-end projection of results. NOTE THIS IS A QUALIFYING METRIC.	10/1/07	9/30/08			X				X

FY 2008 PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	FSA PRIORITY	Strategic Objectives					
									1 - FSA Systems Integration and Technology Solution Initiatives	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Ongoing Operational Initiatives
8.2.2	MILESTONE 8.2.2 HAS MOVED TO MILESTONE 8.2.5													
8.2.3	Ensure Security Audit and Assessment findings are updated into the OVMS. Validate remediation for system security actions identified in the OVMS.	CIO	Reddy / Ingwalson	To support FISMA Plan of Actions and Milestones tracking, analysis, and reporting, FSA needs the ability to pull historical information as well as current remediation activities to identify trends and mitigation efforts across the FSA enterprise. Remediation need to be tracked and validated to ensure our controls provide the appropriate security for our systems.	- Populate the OVMS with 100 % of all systems security weaknesses within 45 days of audit and assessment reports. - Validate 90% of evidence of remediation within 15 business days from submission date.	10/1/07	9/30/08			X				X
8.2.4	Complete Security Assessments and assist systems complete pre-certification and accreditation work on FSA Systems.	CIO	Reddy / Ingwalson	To comply with Federal law, systems must be authorized to operate. To ensure that this requirement is enforced and at the same time ensure FSA has controls in place to safeguard the data we maintain for the public, FSA systems complete Certification and Accreditation (C&A). C&A status is also identified in OMB 300's.	- Complete the appropriate security assessment and Certification and Accreditation (C&A) work in FY 2008 on at least 9 major systems and the VDC. - Identify and analyze residual risks for all systems completing C&A. FOR POC ASSESSMENT - % of IT systems with current certification and accreditation by 9/30/08. O = 100% HS = 90% FS = 75% REPORT: Current Status- Accomplishments/Issues; Current Measurement; Year-end projection of results. NOTE THIS IS A QUALIFYING METRIC.	10/1/07	9/30/08			X				X

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8.2.5	Create an FY 2008 FSA Security Plan.	CIO	Reddy / Ingwalson	To comply with Federal Law, FSA Security Policy, and Departmental Security Policy; FSA needs a project plan that can be executed to enhance its security program and help ensure security and compliance throughout its enterprise.	Finalize the FY 2008 FSA security plan and brief the plan to the FSA CIO within the first quarter of FY08. Complete at a minimum 80% of all actions identified in the plan prior to end of FY08.	10/1/07	9/30/08			X				X
8.3	**Provide Integrated Technical Architecture (ITA) and Enterprise Architecture Integration (EAI) maintenance and production support.**	CIO	**Reddy / England**	**To keep the production environment running without interruption, and to maintain existing ITA and EAI architectures within the FSA.**	**Keep the production environment running without interruption and maintain existing ITA and EAI architectures within the FSA. Achieve the following outcomes:** **-Respond to production troubleshooting support requests within 2.0 hours 98% of the time.** **-Ensure 98.7% availability of ITA and EAI architecture (not including scheduled maintenance downtimes).** **-Resolve ITA and EAI product issues within one week 97% of the time.** **-Provide development and testing environment build support to application teams within six days 95% of the time.** **- Successfully transition EAI and all ITA applications to new Virtual Data Center by 9/30/08.** **- Build out pre-production environments and provide migration support to large new initiatives migrating to ITA and EAI.** **-Provide annual performance testing of the FAFSA application, including application/Web server tuning and capacity planning.**	**10/1/07**	**9/30/08**		**X**	**X**	**X**		**X**	**X**

FY 2008 PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	FSA PRIORITY	Strategic Objectives					
									1 - FSA Systems Integration and Technology Solution Initiatives	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Ongoing Operational Initiatives
8.3.1	Provide production support for ITA and EAI tools, products, and services.	CIO	Reddy / England	To keep the ITA and EAI production environment running without interruption by providing 24x7 SME technical support for product troubleshooting.	-Respond to production troubleshooting support requests within 2.0 hours 98% of the time. -Ensure 98.7% availability of ITA and EAI architecture (not including scheduled maintenance downtimes).	10/1/07	9/30/08		X	X	X		X	X
8.3.2	Provide architecture maintenance support for ITA and EAI tools, products and services.	CIO	Reddy / England	To maintain existing ITA and EAI architectures within FSA and to keep these architectures evergreen/current by providing ITA and EAI core services, including technical architecture support, product ever greening, product patches, and assisting teams in the resolution of issues.	-Resolve ITA and EAI product issues within one week 97% of the time. -Provide development and testing environment build support to application teams within six days 95% of the time.	10/1/07	9/30/08		X		X		X	X

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8.3.3	Implement the Enterprise Service Bus (ESB) for FSA target state applications.	CIO	Reddy / England	To support implementation of Target State Vision, FSA has adopted Service Oriented Architecture (SOA) approach . Enterprise Service Bus enables these services by providing a SOA infrastructure and architecture.	Provide a robust and stable ESB through the following: - Build and configure the ESB infrastructure implementing target messaging architecture by 12/31/07. - Successfully bridge existing Enterprise Architecture Integration (EAI) applications by 3/31/08. - Develop Governance Plan, Enablement guide, and O&M guide by 3/31/08. - Design, build, configure and document reusable components by 9/30/08.	10/1/07	9/30/08		X	X			X	
8.4	Support the data center hosting of FSA IT assets, as provided in the Virtual Data Center (VDC) contract, for current assets as well as new assets as required by FSA business units.	CIO	Fillinich	To provide the technical infrastructure and hosting services for the majority of current and all new FSA application systems. Lines of service include: full and incremental backups, annual disaster recovery tests, disaster recovery services, capacity planning, annual penetration testing, test environment support, security, compliance to all appropriate FSA, Department, & Federal policies, regulations, statutes.	-Complete the transition of VDC services for systems currently hosted at the CSC Meriden Data Center to the Perot Systems Plano Technology Center by 9/30/08. -Complete the transition of data center services for systems currently hosted at the ACS Rockville Data Center to the Perot Systems Plano Technology Center by 9/30/08. -Complete the implementation of standard operation procedures (SOP) for the new VDC contract. -Complete the implementation of project review, initiation and tracking for the new VDC contract. -Complete the implementation of operations Service Level Agreements (SLAs) for the new VDC contract. -Perform activities, such as ongoing monthly scanning and annual FISMA compliance reviews to maintain VDC C&A for FY 2008. -Conduct and Publish Quarterly Customer Service Surveys.	10/1/07	9/30/08			X			X	

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									1 - FSA Systems Integration and Technology Solution Initiatives	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Ongoing Operational Initiatives
8.4.1	Complete the transition of VDC services for systems currently hosted at the CSC Meriden Data Center to the Perot Systems Plano Technology Center.	CIO	Willoughby	To begin to realize cost savings, efficiencies, and enhanced services, Federal Student Aid has awarded VDC to a new vendor and must complete contract transition to that vendor.	Accomplish transition within 25% of anticipated costs and in accordance with the VDC Transition Plan that is effective 9/30/07.	10/1/07	9/30/08						X	
8.4.2	Complete the transition of data center services for systems currently hosted at the ACS Rockville Data Center (RDC) to the Perot Systems Plano Technology Center.	CIO	Robins	To reduce costs, improved efficiency and accountability, combine the operations of two data centers into one location under one contractor . The transition of systems out of the RDC will also eliminate security issues that were unique to the RDC.	Successfully migrate all Federal Student Aid assets to the VDC within budget and in accordance with the RDC Transition Plan that is effective 9/30/07.	10/1/07	9/30/08							
8.4.3	Complete the implementation of standard operating procedures for the new VDC contract.	CIO	Semaszczuk	To realize the full benefit of many new features of the VDC contract that will enable cost-savings and efficiencies, FSA will have to develop, document and implement new procedures.	Post draft SOP's on VDC Insight to be monitored. All SOP's must be finalized prior to final cutover.	10/1/07	9/30/08				X			
8.4.4	Develop and implement operations service level agreements (SLAs) for the new VDC contract.	CIO	Semaszczuk	To monitor performance of contracted operations, SLA's will provide the foundation.	Complete and approve SLA's prior to final cutover.	10/1/07	6/30/08						X	
8.4.5	Perform activities, such as ongoing monthly scanning and annual FISMA compliance reviews to maintain VDC C&A for FY 2008.	CIO	Fillinich	To comply with Federal law, systems must be authorized to operate. To ensure that this requirement is enforced and at the same time ensure FSA has controls in place to safeguard the data we maintain for the public, FSA systems complete C&A. C&A status is also identified in OMB 300's.	Complete monthly scanning activities; support and track audit performance; maintain PO & AM; Retain C&A certification for FY 2008.	10/1/07	9/30/08							X
8.4.6	Conduct and publicize the results of Surveys of VDC Customers.	CIO	Williams	To ensure users' needs are being met, evaluate the level of VDC service on an ongoing basis.	With CSC, three surveys were conducted during the course of 2007. Due to the new relationship with PEROT Systems, the details of this measure have yet to be defined. At least 2 customer satisfaction surveys will be performed. One survey will cover operations and the other survey will measure transition performance. Each survey will have a goal of 80% overall customer satisfaction.	10/1/07	9/30/08						X	

Federal Student Aid
FY 2008 Annual Performance Plan - CIO

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8.5	Continue Enterprise QA Program to support FSA in conducting systems assessments and evaluations consistent with best practices for Life Cycle Management and the CPIC processes.	CIO	Coleman/ Rockis	To comply with FSA requirements, develop an independent, enterprise-wide approach for ensuring the quality of its products and services throughout the IT investment planning and control process. This initiative will ensure FSA maintains a QA program for FSA system development efforts that supports IV&V, Security Assessments, Production Readiness Review (PRR) processes, Post-Implementation Review (PIR) processes and Enterprise Testing Standards and Procedures. Continued implementation of this program through 9/30/08 will help FSA reduce risk on IT investments, comply with Clinger-Cohen mandates, and provide quality products and services to our customers.	- Maintain established Independent Verification & Validation (IV&V) methodologies to support Business Unit IT development needs. - Implement the Enterprise Testing Standards and Procedures Handbook to leverage repeatable processes in support of Business Unit needs. - Conduct three (3) PIR efforts on FSA - IT investments, document lessons learned and apply process improvement to PIR procedures and documentation.	10/1/07	9/30/08			X	X		X	X
8.5.1	Maintain established Independent Verification & Validation (IV&V) methodologies to support Business Unit IT development needs.	CIO	Coleman / Rockis	To provide IV&V support to FSA development projects, Project Managers receive the benefit of a sound risk evaluation/management process. In addition, IV&V support provides visibility to senior management into development areas, risk management and early detection of errors.	Provide QA through established IV&V methodologies to three (3) critical FSA IT investments. 1. ESB/ITA - FY08 IV&V Support 2. BS - FY08 IV&V Support 3. IPM - FY08 IV&V Support	10/1/07	9/30/08				X		X	X
8.5.2	Implement Phase I of Enterprise Testing Standards.	CIO	Coleman/ Edwards	To support FSA by implementing standards for testing applications throughout the organization using best industry test practices and best practices already in use at FSA.	- Implement the standards that have been defined in the Enterprise Testing Standards Handbook Version 1.0. Provide annual update to the Enterprise Testing Standards Handbook based on business unit feedback. 1. Incorporate Enterprise Testing Standards into the Works Products Guide. 2. Apply FSA Testing Standards oversight to the Integration and System Testing phases of IPM. 3. Provide annual update to Testing Standards Handbook by 9/30/08 based on iterative approach.	10/1/07	9/30/08					X	X	

FY 2008 PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	FSA PRIORITY	Strategic Objectives					
									1 - FSA Systems Integration and Technology Solution Initiatives	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Ongoing Operational Initiatives
8.5.3	Conduct three PIR efforts on FSA - IT investments, provide lessons learned to FSA leadership and apply process improvement to PIR procedures and documentation.	CIO	Coleman/ Rockis	To help reduce FSA costs, comply with Clinger-Cohen mandates and provide quality products and services to our customers, by implementing Post-Implementation review (PIR) processes.	Conduct at least 3 PIR's. The number of Post-Implementation Review efforts for FY2008 is an estimate based on the number of IT investments approved by the ELT that meet the PIR selection criteria.	10/1/07	9/30/08						X	X
8.6	**Support the Department's customers and business partners by participating in the President's Management Agenda (PMA) E-Gov initiatives.**	CIO	Coleman/ Reddy/ Sattler	**To assist the Department in meeting its responsibility for implementing the PMA E-Gov initiatives, FSA participates in the cross-agency E-Gov initiatives.**	**- Perform Agency-wide coordination and successful completion of OMB Implementation Milestones.** **- Complete Agency contributions / transfer of funds to the E-Gov initiatives.**	10/1/07	9/30/08		X				X	
8.7	**Provide Security Architecture (SA) maintenance and production support.**	CIO	Reddy / Khan	**To provide the infrastructure for Authentication, Access Control, Authorization, Audit and Identity management for the FSA Enterprise and its concomitant services, Security Architecture (SA) is designed to capitalize on uniform security solutions and maximize the enforcement of security policies. FSA's current implementation of SA is comprised of tools and technologies to ensure secure operation of the systems across the enterprise. A contract is in place to keep the production environment running without interruption, and maintain existing SA Infrastructure within FSA.**	**Keep the production environment running without interruption and maintain existing SA within the FSA. Achieve the following outcomes:** **- Respond to production troubleshooting support requests within four hours 98% of the time.** **- Ensure 98% availability of SA (not including scheduled maintenance downtimes).** **- Resolve SA product issues within one week 95% of the time.** **- Provide development and testing environment build support to application teams within two weeks 95% of the time.** **- Successfully integrate eCB, IPM and ESB into SA according to project schedules.** **- Integrate selected additional FSA applications to the SA infrastructure.**	10/1/07	9/30/08		X	X			X	X

FY 2008 PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	FSA PRIORITY	Strategic Objectives					
									1 - FSA Systems Integration and Technology Solution Initiatives	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Ongoing Operational Initiatives
8.7.1	Provide production support for SA tools, products, and services.	CIO	Reddy / Khan	To keep the SA production environment running without interruption by providing 24x7 SME technical support for product troubleshooting.	-Respond to production troubleshooting support requests within four hours 98% of the time. -Ensure 98% availability of SA architecture (no including scheduled maintenance downtimes). - Resolve SA product issues within one week 95% of the time. - Provide development and testing environment build support to application teams within two weeks 95% of the time.	10/1/07	9/30/08		X	X				X
8.8	Maintain and enhance the existing Enterprise Data Management (EDM) Program that supports FSA business areas and focuses on data as an enterprise asset.	CIO	Reddy/ Hyland	To reduce development costs; promote consistency and to increase quality by reusing work already developed and tested.	- Maintain 100% of shared/ reusable elements required by IPM. - Ensure an additional 10% (110) elements are added to the Extensible Markup Language (XML) Registry and Repository. - Maintain the Enterprise Conceptual Data Model.	10/1/07	9/30/08		X	X	X		X	

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8.8.1	Maintain current elements (and ensure they are reused for new development projects) in the XML Registry and Repository.	CIO	Reddy/ Hyland	To ensure quality development of new applications, the XML Registry and Repository is the central location where agreed upon data work (data definitions) is kept. Keeping current elements accurate is important.	Maintain 100% of shared/ reusable elements required by IPM.	10/1/07	9/30/08		X	X	X		X	

FY 2008 PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	FSA PRIORITY	Strategic Objectives					
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8.8.2	Increase the number of elements in the XML Registry and Repository.	CIO	Reddy/ Hyland	To create the shared data vision and increase the ability of the organization to reuse work, continually increase the number of elements in the XML Registry and Repository.	Add an additional 10% (110) elements to the XML Registry and Repository by 9/30/08.	10/1/07	9/30/08		X	X	X		X	

FY 2008 PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	FSA PRIORITY	Strategic Objectives					
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8.8.3	Maintain the Enterprise Conceptual Data Model.	CIO	Reddy/ Hyland	To keep all new development projects synchronized on a data level, the Enterprise Conceptual Data Model is the document that informs the data vision. Keeping this document current is important.	Maintain the Enterprise Conceptual Data Model. Improve the model by applying definition standards to the current model and gaining approval by the Enterprise Data Governance Group by 9/30/08.	10/1/07	9/30/08		X	X	X		X	
8.9	Maintain the Student Aid Internet Gateway (SAIG) mailbox system.	CIO	Wynn/ Venegas	To support FSA in managing and administering Title IV student financial assistance programs, SAIG promotes the electronic exchange of Title IV information over the Internet by providing telecommunications support and "electronic mailboxes" for the delivery and receipt of this information between Title IV applicants.	-Customer Satisfaction: Maintain an average score of 4.0 (on scale of 0 to 5). - Availability: SAIG mailbox will maintain 99.7% uptime	10/1/07	9/30/08			X			X	X
8.10	Enhance the Rational Tool Suite.	CIO	Wynn	To improve Rational presence within FSA for the use of requirements gathering, storing and safeguarding FSA's data.	-Upgrade Rational Suite by 4/30/08. -Increase the number of customers accessing Rational Suite of Tools from 150 to 250 users by 9/30/08.	10/1/07	9/30/08						X	X
8.11	Provide small application support.	CIO	Coleman / Connor	To support FSA by providing small application system development to meet significant business cycle-driven deadlines.	-Implement eCDR Release 2 by 09/30/08. -Implement a new release for another application currently supported by AST by 09/30/08 (such as the XML Registry and Repository, or the Acquisition Information Web Site, etc.).	2/1/08	9/30/08		X				X	X

FY 2008 PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	FSA PRIORITY	1 - FSA Systems Integration and Technology Solution Initiatives	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Ongoing Operational Initiatives
												Strategic Objectives		
8.12	Performance test major applications migrating to ITA/EAI (testing, tuning and capacity planning).	CIO	Reddy / Woods	To provide a fully documented, repeatable and predictable performance testing process and the services required to conduct performance testing for applications and services in ITA/EAI and to expand performance testing services to include key infrastructure technologies.	-Develop the first iteration of the Performance Testing Library Documentation by 9/30/08. -Complete three updates to Performance Testing Process Library by 3/15/08, 05/15/08, and 8/15/08.	10/1/07	9/30/08			X	X		X	X
8.12.1	Provide Core Performance Testing Services.	CIO	Reddy / Woods	To provide performance testing services for FAFSA and other web based systems.	- Complete the FAFSA Performance Testing Report by 1/31/08. - Provide FAFSA Performance Testing Configuration Recommendations by 12/30/07.	10/1/07	1/31/08			X	X		X	X

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8.12.2	Provide Extended Performance Testing Services.	CIO	Reddy / Woods	To expand performance testing services to include portal, ESB and Security Architecture. To expand testing scope to include Service Oriented Architecture.	- Complete technology selection by 5/30/08. - Complete Extended Performance Testing Technical Proof of Concept by 7/30/08. - Deploy Extended Performance Testing Environment by 9/30/08	10/1/07	9/30/08			X	X		X	X
8.13	**Continue to Roll-Out Enterprise Operational Change Management (Business Support Processes).**	CIO	**Fillinich/ O'Hara**	**To improve operational oversight of FSA delivery systems through a governance process to manage and coordinate data, application, or system changes across the enterprise.**	**- Conduct a semi-annual survey process to obtain participant feedback and achieve an 80% satisfaction rate and 80% response rate.**	**10/1/07**	**9/30/08**		X	X		X		X
8.14	**POC ASSESSMENT: IT Business Case Scores.**	CIO	**Feely**	**To improve IT Business Cases by performing periodic reviews**	**- Conduct periodic reviews and scoring of business cases with the third and final score reflected in the OA. Scores equal to or higher than 33 are fully successful while the acceptable scores range from 31-50.** **O = Score of 37;** **HS = Score of 35;** **FS = Score of 33; and** **MS = Score of 31.** **REPORT:** **Current Status- Accomplishments/Issues** **Project Year-End Result**	**10/1/07**	**9/30/08**						X	

FY 2008 PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	FSA PRIORITY	Strategic Objectives					
									1 - FSA Systems Integration and Technology Solution Initiatives	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Ongoing Operational Initiatives
TIER 2 - DISCRETIONARY ACTIVITIES														
20.13	Develop and implement new functionality in the EDM Program that supports FSA business areas and focuses on data as an enterprise asset.	CIO	Reddy/ Hyland	To ensure "Data" has a value to Federal Student Aid. An effective EDM Program will reduce costs and increase quality by developing a means of reusing future work product that has already been developed and tested.	- Convene the Data Governance Work Group at least 12 times a year and gain approval of Organization Service by 9/30/08. -Enterprise development projects use the Data Governance Work Group for business validation and data-related products follow standards outlined by EDM. -All data models are collected from major application systems and are registered using the Data Model Registration process by 9/30/08. -Conduct a pilot study of meta data collection in an Integration Tool by 9/30/08. -Produce an Enterprise Data Quality Policies and Procedures Manual by 9/30/08.	10/1/07	9/30/08		X	X			X	
20.13.1	Lead the Enterprise Data Governance Work Group.	CIO	Reddy/ Hyland	To develop an enterprise version of "Data" requires convening a work group comprising members from each Federal Student Aid Business Area.	Convene the Data Governance Work Group at least 12 times a year and gain approval of Organization Service by 9/30/08.	10/1/07	9/30/08		X	X	X		X	

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20.13.2	Collect all Data Models from major applications at FSA.	CIO	Reddy/ Hyland	To ensure Data Models are reusable enterprise assets. There is value in having current (with version control) models registered with EDM to ensure this asset remains available throughout the enterprise at all times.	All data models are collected from major application systems and are registered using the Data Model Registration process by 9/30/08.	10/1/07	9/30/08		X	X	X		X	
20.14	Work with application development projects (e.g.., IPM, IF, Portal, etc.) to ensure that enterprise data-related development is accurate and of high quality.	CIO	Reddy/ Hyland	To ensure standardized acceptance criteria are used across enterprise development projects to ensure uniformity, quality and accuracy of development work.	Following standards outlined by EDM, the Data Governance Work group evaluates and validates all business and data-related products prior to introduction to service.	10/1/07	9/30/08		X	X			X	

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20.14.1	Develop Enterprise Data Quality Policies and Procedures.	CIO	Reddy/ Hyland	To improve data quality at FSA Enterprise Data Quality policies and procedures are necessary.	Produce an Enterprise Data Quality Policies and Procedures Manual by 9/30/08.	10/1/07	9/30/08		X	X			X	
20.14.2	Improve Meta Data Management.	CIO	Reddy/ Hyland	To increase meta data management capability, FSA is investigating an Integration tool that would increase meta data management capability. The XML Registry and Repository has been a great tool for collecting meta data and working with the Education Community of Interest on data standards. However, this tool falls short of getting meta data in a format that is quick and easy for developers to use.	Conduct a pilot study of meta data collection in an Integration Tool by 9/30/08.	10/1/07	9/30/08		X	X			X	
20.15	Deliver FSA Enterprise Portal.	CIO	Coleman/ Wolff	To support the Target State Vision (TSV), develop an enterprise portal. The Federal Student Aid (FSA) web presence of over 70 web sites does not support the TSV. A key component within the TSV is an enterprise portal. The portal is necessary to deliver a single, managed web environment that simplifies the online experience for customers and staff by providing new capabilities such as personalization, collaboration, integrated data views, enterprise-level alerts and workflow.	- Deliver 2 employee views: Intranet View and Employee Enhancement View. - Portal environment established in production.	10/1/07	9/30/08		X				X	

FY 2008 PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	FSA PRIORITY	Strategic Objectives					
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20.16	Develop an Integrated Student View solution integrating with and leveraging the Strategic Target State Vision Initiatives (PRMS, ODS).	CIO	McMahon/ Brown	To provide internal and external customers a consistent comprehensive view of student data, regardless of student's current state in the student aid lifecycle. Provide a one stop shop for student information.	- Establish accurate High Level Requirements for the first phase of the ISV by 06/20/08. - Develop an effective Implementation Strategy that integrates with other related initiatives 07/15/08.	1/1/08	9/30/08	X	X				X	
20.17	Develop a High Level Integration/Implementation Strategy with other related projects, e.g. PRMS, ODS.	CIO	McMahon	To provide a strategy that enables the business to anticipate, understand and plan to utilize and incorporate the functionality associated with the phased development and implementation of the ISV solution.	- Establish a High Level phased deployment plan by 7/15/08. - Establish High Level Milestones for the Phases 7/15/08.	10/10/07	7/15/08		X				X	

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20.18	Implement the Master Person Record Management Service.	CIO	McMahon	To obtain more accurate and complete data about customer accounts to streamline changes to customer demographic information to improve program integrity. To accomplish this, Person Record Management Service (PRMS) directly supports the goals of the Performance Based Organization (PBO) enabling legislation and represents the implementation of a major component of the Federal Student Aid Target State Vision. PRMS represents a key architectural solution which includes the integration of evolving middleware technologies with other modernized and legacy systems to share data while eliminating redundancies. Integrating these processes and systems through PRMS will make aid delivery more efficient at a lower cost.	- Award component of PRMS development 04/30/08. - Complete High Level Transition and Integration Plan for PRMS by 09/30/08. - Develop and Issue a Request for Proposals (RFP) for the development of the PRMS.	10/01/07	9/30/08	X	X	X			X	
20.18.1	Award Initial Component of PRMS development.	CIO	McMahon	To ensure greater efficiency in editing customer demographic information while providing more accurate and complete customer records, use an integrated person record.	Award initial component to build detailed requirements and design documents of the PRMS solution.	10/1/07	9/30/08		X					
20.18.2	Develop High Level Transition and Integration Plan supporting implementation of the PRMS within the Federal Student Aid environment.	CIO	McMahon	PRMS will ensure greater efficiency in editing customer demographic information while providing more accurate and complete customer records.	- Develop High level Integration Strategy (Plan for creation and deployment of the PRMS within the Federal Student Aid environment including integration with other TSV and legacy components by 8/30/08. - Develop High Level Transition Plan to ensure no disruption of business needs/functionality and the mitigation of risks associated with implementation of the PRMS by 9/30/08.	3/1/08	9/30/08		X					

FY 2008 PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	FSA PRIORITY	1 - FSA Systems Integration and Technology Solution Initiatives	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Ongoing Operational Initiatives
20.18.3	Draft acquisition documentation for the Request for Proposals (RFP) on the development of the PRMS.	CIO	McMahon		Draft acquisition documentation for the Request for Proposals (RFP) on the development of the PRMS.	4/1/08	9/30/08		X				X	
20.19	Develop a Management strategy for access to Enterprise systems and processes.	CIO	Reddy/ Wandler	To control access to FSA systems and their processes, consistent with defined roles and responsibilities and to control user access to information, consistent with information its classification and privacy guidelines. Enterprise Access Management is the means of applying Security Architecture as the infrastructure and framework for access control, identity management, and auditing consistent with the business process flows across the FSA enterprise.	Develop comprehensive and effective policies, processes, and procedures (workflows) with the aim of managing the lifecycle of user accounts, which includes the creation, maintenance, and deletion of user accounts for contractors, employees, and all other users of all FSA enterprise systems.	1/1/08	9/30/08		X	X		X	X	

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20.19.1	Develop an architectural model of the interaction between Security Architecture and Integrated Partner Management.	CIO	Reddy/ Wandler	To develop an overall framework, it is necessary to first document the interaction between Security Architecture, Integrated Partner Management, and other FSA systems. An architecture model is the most useful means of illustrating these points of interaction.	Create an architectural model of the interaction between Security Architecture and Integrated Partner Management by 6/1/08.	1/1/08	6/1/08		X	X			X	X
20.19.2	Develop a security framework for system-to-system transactions within FSA Security Architecture.	CIO	Reddy/ Wandler	To govern the many system-to-system transactions that will occur among FSA systems and partner systems for batch and web services operations in the Target State Vision environment a security network needs to be developed. These transactions do not involve individual identities but rather rely on system-to-system identities.	Define security architecture for system-to-system transactions that do not involve individual identities but rather rely on system identities by 9/30/08.	1/1/08	9/30/08		X	X			X	

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20.20	Develop an effective Gateway Strategy.	CIO	Reddy/ Wandler	To provide FSA with a reliable and secure way to communicate and exchange data with external partners, such as lenders, schools, other government agencies, and GAs , providing a single secure access point for data exchange between internal and external systems is goal of the Target State Vision Gateway solution.	Capture high-level business requirements for the Gateway and develop Statement of Objectives to procure services and tools to meet FSA Gateway requirements by 9/30/08.	10/1/07	9/30/08		X	X			X	
20.20.1	Analyze external interfaces and gather Gateway business requirements.	CIO	Reddy/ Wandler	FSA exchanges data with external partners using a variety of different communication vehicles. Some of the present-state communication vehicles include propriety Business-to-Business (B2B) solutions (SAIG), Virtual Private Networks (VPNs), computer tape transfers and File Transfer Protocol (FTP) sites.

Capture new and existing requirements for the FSA Gateway system and breakdown the requirements to support each of the new FSA initiatives, replacing and building upon SAIG developing new and effective processes and procedures. | - Capture high-level business requirements for the Gateway architecture by 9/1/08.
 - Develop Statement of Objectives to procure services and tools to meet FSA Gateway requirements by 9/30/08. | 10/1/07 | 9/30/08 | | X | X | | | X | |

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20.21	Acquire Technical Architecture Support Services for Federal Student Aid.	CIO	Reddy / Woods	To ensure that software solutions deployed at FSA will consistently follow technical standards, leverage repeatable software patterns and ensure FSA technology investments are maximized. This is provided through Technical Architecture support services including Enterprise Service Model and Enterprise Technology Model.	-Provide core Technical Architecture Support Services to all the EDSS vendors and develop a Knowledge Management Report by 9/30/08. -Develop an Enterprise Service Model by 2/28/08. -Update the Service model by 6/15/08, and 9/1/08. -Develop technology model by 2/28/08. -Update the technology model by 6/15/08 and 9/15/08.	10/1/07	9/30/08		X				X	
20.21.1	Provide core Technical Architecture Support services to ensure that the solutions developed by the Enterprise Development Support Services (EDSS) pool are consistent with the Target State Vision.	CIO	Reddy / Woods	To manage instructional knowledge Technology Architecture Core Support Services (TASS) as needed. This is accomplished by providing architecture consulting services to development teams, and by developing and maintaining an integrated work overview that ensures all activities are accounted for and progress is being achieved. Additionally, there is a need to provide program management and technical expertise for core and other tasks awarded under the Blanket Purchase Agreement.	Provide core Technical Architecture Support Services to all the EDSS vendors and develop a Knowledge Management Report by 9/30/08.	10/1/07	9/30/08		X				X	
20.21.2	Provide services to Define and maintain an Enterprise Service Model.	CIO	Reddy / Woods	To identify architecture and integration requirements. This is accomplished through an enterprise service model.	- Develop an Enterprise Service Model by 2/28/08. - Update the Service model by 6/15/08, and 9/1/08.	10/1/07	9/30/08		X				X	

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20.21.3	Define and maintain an Enterprise Technology Model.	CIO	Reddy / Woods	To support application development teams provide a technology-centric model of the FSA SOA implementation architecture.	-Develop technology model by 2/28/08. -Update the technology model by 6/15/08 and 9/15/08.	10/1/07	9/30/08		X				X	
20.22	**Implement Information Services.**	**CIO**	**Reddy / Greene**	**To adopt an SOA for applications development. Enablement of data access through an enterprise portal and the development of applications such as the Integrated Student View requires an Information Server that supports data profiling, data quality management, meta data management, data extraction, data transformation and data movement within the FSA SOA. Information Server will support this need and facilitate data movement between enterprise applications & systems.**	**- Install and configure the components of the Information Server. (Data Dictionary, Data Profiling, Data Quality, Data Extraction and Loading).** **- Establish an architecture that supports the integration of the components of the Information Server with the existing FSA technical architecture.** **- Establish connectivity to legacy systems to support business needs.**	**10/1/07**	**9/30/08**			**X**			**X**	
20.22.1	Install and configure the components of the Information Server.	CIO	Reddy / Greene	To provide the installed components of Information Services which will give FSA business owners the ability to perform data management, data profiling, data cleansing and data extraction/transformation/loading through a service oriented architecture.	Install all the components of the Information Server. Deliver an installation and configuration document by 06/30/08.	10/1/07	6/30/08		X	X			X	
20.22.2	Establish an architecture that integrates the components of the Information Server with the existing and target FSA technical architecture	CIO	Reddy / Greene	To develop an architecture that integrates all of the components of the Information Server with the existing and target FSA technical architecture will ensure that the FSA business owners will have a sound SOA for current and future requirements.	Integrate all the components of the Information Server with the existing FSA architecture. Deliver an Information Server Architecture document by 8/30/08.	5/1/08	8/30/08		X	X			X	

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20.22.3	Establish connectivity to legacy systems to support business needs.	CIO	Reddy / Greene	To establish connectivity to legacy systems allows the Information Server to provide data profiling, data management, data cleansing, data transformation, metadata management, data movement and data loading services through an SOA for all connected systems and databases.	Perform a technical proof of concept in test environment to test and validate connectivity to legacy systems and develop a technical proof of concept report.	4/1/08	9/30/08		X	X			X	
20.23	**Deploy e-Authentication services into production in FSA.**	**CIO**	**Reddy / Khan**	**To provide a trusted and secure standards-based authentication architecture to support Federal E-Government applications and initiatives thru E-Authentication. FSAs approach to implementing E-Authentication is to build a solid infrastructure that supports shared authentication services across multiple applications. Successful implementation of E-Authentication will produce numerous benefits for the public and the Federal government. Citizens and businesses will have a secure, easy-to-use and consistent method of proving identity to government and will be spared the burden of having to keep track of multiple sets of registration information.**	**Successfully implement E-Authentication architecture and move the e-Campus Based application into production use of e-Authentication by 3/31/08.**	**10/1/07**	**9/30/08**		**X**				**X**	
20.24	**Develop an incremental strategy for building out a more robust Quality Management (QM) Program.**	**CIO**	**Coleman/ O'Hara/ Rockis**	**An efficient QM Program will help FSA move to a more centralized model for system development and provide better controls over enterprise IT development efforts before we move them into production.**	**- Develop an approach and plan for supporting an FSA Configuration Management Solution (i.e., including system development and infrastructure areas of Change Management, Configuration Management, and Release Management) by 7/31/08.** **- Update and vet the Production Readiness Review (PRR) process guidelines, PRR Approval Check List, and Approval Memorandum for enterprise use by 7/31/08.**	**10/1/07**	**9/30/08**		**X**	**X**			**X**	

FY 2008 PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	FSA PRIORITY	Strategic Objectives					
									1- FSA Systems Integration and Technology Solution Initiatives	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Ongoing Operational Initiatives
20.25	Establish a new Business Liaison function within CIO to better communicate with and support the Business Units.	CIO	Feely	To meet Federal Student Aid priorities through better communication and coordination between Business and Technical Units.	- Complete development of the function description and elements by 03/31/08. - Establish a Business Liaison function within CIO by 09/30/08.	10/1/07	9/30/08		X				X	
20.26	Enhance SA by integrating legacy FSA applications into the security architecture.	CIO	Reddy/ Khan	To provide through Security Architecture the infrastructure for Authentication, Access Control, Authorization, Audit and Identity management for the Federal Student Aid Enterprise and its concomitant services. It is designed to capitalize on uniform security solutions and maximize the enforcement of security policies. FSA's current implementation of SA is comprised of tools and technologies to ensure secure operation of the systems across the enterprise.	Successfully integrate FSA Applications into Security Architecture.	1/1/08	9/30/08		X	X				
20.26.1	Enhance SA by integrating Federal Student Aid's Legacy systems.	CIO	Reddy/ Khan	To integrate legacy applications with security architecture to provide seamless and easy access to FSA's legacy systems, enable single-sign on for web applications, provide simplified registration/approval process, and facilitate delegated administration.	Integrate major legacy systems into Security Architecture environment as per sequencing plan recommendations. These applications include, but are not limited to, NSLDS, CPS, IPM, Portal and other Federal Student Aid applications.	1/1/08	9/30/08		X	X			X	

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20.27	Develop and implement a cyber-security program.	CIO	Feely	To protect the data and programs on FSA IT assets by preventing, detecting and responding to attacks from outside the FSA-controlled environment. People can attack in the roles of hackers, attackers and intruders. Malicious code can attack in the roles of viruses, worms and Trojan horses.	- Create a program of actions, schedules and expected results by 3/31/08. - Implement 75% of actions agreed upon by 9/30/08. - Perform at least two quarterly reviews.	10/1/07	9/30/08		X	X			X	X
20.28	Implement the EDSS Model.	CIO	McMahon	To assist other Federal Student Aid business areas by providing IT support at all levels. Establish a cadre of superior, flexible, and motivated Contractor/partners producing outcomes in their core competencies in an integrated, collaborative team manner that delivers products and services that are essential for Federal Student Aid business owners to successfully deliver and improve their business functions, facilitating the accomplishment of individual business plans and Federal Student Aid's Enterprise strategic objectives.	- Utilize EDSS vendors for Development Initiatives. - Implement the use of standard artifacts and tools for development efforts. - Ensure that SA-2 Contractors provide services required to meet the business needs of Federal Student Aid and deliver high quality projects on time within budget.	10/1/07	9/30/08						X	X
20.28.1	Establish the SA-2 Unrestricted Pool.	CIO	McMahon		Award ID/ID Contracts to Unrestricted SA-2 Contractors.	10/1/07	9/30/08		X			X	X	
20.28.2	Establish One Additional Pool.	CIO	McMahon		Award ID/IQ Contracts to One Additional Pool within the EDSS.	1/1/08	7/1/08		X			X	X	
20.28.3	Utilize the SA-2 Contractors services to achieve our Target State Vision Award at least one development initiative to an SA-2 Contractor.	CIO	McMahon	To meet business priorities by providing development support the development of information technology solutions.	Award at least one development initiative to an SA-2 Contractor.	10/1/07	9/30/08		X			X	X	

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									1 - FSA Systems Integration and Technology Solution Initiatives	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Ongoing Operational Initiatives
20.29	Implement tactical improvements to IT security.	CIO	Reddy/ Khan	To implement Two-Factor Authentication (T-FA). Federal Student Aid consider single-factor authentication, as the only control mechanism, to be inadequate for privileged users to access Federal Student Aid systems from internet, coming from out side of EDNET. The level of authentication used by Federal Student Aid should be appropriate to the risks associated with the systems and associated data the users are accessing. Therefore, FSA is planning to implement T-FA for employees and contractors accessing its major systems from internet (out side of EDNET).	- Conduct a technology proof of concept (TPOC) to introduce T-FA for employees and contractors accessing NSLDS from internet by 11/30/07. - Evaluate technologies appropriate for FSA for T-FA by 12/15/07. - Conduct a pilot project with selected technology in 1/31/08. - Deploy T-FA solution for NSLDS in production by 3/31/08. - Completion of requirements and analysis to integrate NSLDS into Security Architecture by 9/30/08. - Development of strategy for deploying "active confirmation" to high priority systems by 9/30/08.	01/01/08	09/30/08	X	X	X			X	

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									1- Federal Student Aid Systems Integration and Technology Solution Initiatives	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Ongoing Operational Initiatives
TIER 1 - ANNUAL ACTIVITIES														
9.1	Provide proactive messaging to external stakeholders regarding program integrity initiatives	ELT Sponsor - O'Brien	Greene	The Department of Education and FSA are under intense scrutiny for a perceived failure to meet responsibilities around program integrity. Through strategic external communications, we need to better position the organization as one that is a model oversight organization and steward of taxpayers funds.	-Improved public opinion of the Department and FSA -Restored trust in the Department and FSA -Growing awareness of and access to federal financial aid programs	10/1/07	9/30/08	X						
9.2	Implement Federal Student Aid's ongoing internal and external enterprise communications strategy.	Comm & Admin	O'Brien/ Greene	The goal of Federal Student Aid's enterprise communications strategy is to establish a unified approach to positioning Federal Student Aid with customers, partners, and employees so that we increase awareness and usage of the organization's resources. This initiative will continue implementation of the enterprise-wide communications strategy and the application of consistent branding to all communications (aid awareness marketing and outreach, publications, Web sites, internal materials, etc.).	-Support the integration of the Federal Student Aid brand/look and feel (per the Style Guide) to both print publications and Web sites. -Complete upgrade of first phase of the Intranet site upgrade per the Federal Student Aid Style Guide and the Intranet redesign analysis. -Secretary Spellings, in conjunction with Federal Student Aid, will disseminate a press release on postsecondary education and speak at a postsecondary conference. Share responsibility with Communications and Administration. -Routinely provides timely and accurate updates to Federal Student Aid employees, as well as ED employees as appropriate, on issues of the day through tools like the Starting Line, For Starters, the Federal Student Aid Weekly News and the weekly report to the Secretary. -Ensure accurate dissemination of information to Federal Student Aid stakeholders by having routine requests answered within a 20 work day period or in a timely manner as agreed to by the stakeholder. -Post quarterly program data within 45 days after quarter ends and update footnotes as needed.	10/1/07	9/30/08		X				X	

FY 2008 PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	FSA PRIORITY	Objectives					
									1- Federal Student Aid Systems Integration and Technology Solution Initiatives	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Ongoing Operational Initiatives
9.3	Continue to implement Secretary Spellings higher education priorities around affordability, accessibility and accountability.	Comm & Admin	O'Brien/ Greene	This endeavor will provide nationwide awareness and outreach for postsecondary education and support the Secretary's Higher Education priorities.	Secretary Spellings, in conjunction with Federal Student Aid, will successfully deliver and execute communications initiatives developed in support of the Secretary priorities around affordability, accessibility and accountability.	10/1/07	9/30/08			X				X
9.3.1	Implement communications strategy (exclusive of conference services) in support of Secretary Spellings higher education priorities around affordability, accessibility and accountability.	Comm & Admin	O'Brien/ Greene	Support the Secretary's Higher Education priorities.	Successful delivery and execution of all OS and OUS requested initiatives and activities.	10/1/07	9/30/08			X				X
9.3.2	Assist with planning and delivery of events and activities in support of the Secretary's higher education priorities: Fall College Listening Tours Winter High School Listening Tours Higher Education Summit Business Leaders Summit Regional Summits Aid Awareness Activities	Comm & Admin	Thares	Support the Secretary's Higher Education priorities.	Successful delivery and execution of all OS and OUS requested initiatives and activities.	10/1/07	9/30/08			X				X

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									1 - Federal Student Aid Systems Integration and Technology Solution Initiatives	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Ongoing Operational Initiatives
9.4	Submit final FY 2007 Annual Performance Report to Congress, and plan for the following year update.	Comm & Admin	O'Brien/ Greene	Required by Performance Based Organization (PBO) legislation. The COO will prepare and submit to Congress, through the Secretary, an annual report on the performance of the PBO.	Report submitted to Congress in 1st quarter of FY 2008.	10/1/07	12/31/07						X	X
9.5	Update Federal Student Aid's Five-Year Performance Plan for FY 2008-2012, and plan for the following year update, if required.	Comm & Admin	O'Brien/ Greene	Required by PBO legislation. The Secretary and COO shall agree on a performance plan for the PBO for the succeeding five years that establishes measurable goals and objectives for the organization.	Report submitted to Congress in 4th quarter of FY 2008.	10/1/07	9/30/08						X	X
9.6	Plan and execute Federal Student Aid's Intern Program.	Comm & Admin	Young	Recruit interns to help Federal Student Aid managers with critical work.	-Recruit at least one intern to work part-time, full-time or as a Student Career Experience Program (SCEP). -75% of supervisors will indicate that intern(s) met their/their organization's needs.	10/1/07	9/30/08					X	X	X
9.7	Plan, implement and manage the FY2008 Learning Coupon.	Comm & Admin	Reynolds	Procure training activities or materials for Federal Student Aid staff using budgeted funds after approval of individual training requests.	-Assign within five business days after supervisory approval within the Learning Coupon system. -All transactions obligated in CPSS by no later than 9/1/08.	10/1/07	9/30/08					X		

FY 2008 PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	FSA PRIORITY	1- Federal Student Aid Systems Integration and Technology Solution Initiatives	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Ongoing Operational Initiatives
												Objectives		
9.8	Plan, manage and execute the following Federal Student Aid Conferences: Summer Software Developers Conf Fall Software Developers Conf FSA Conference in New Orleans FSA Conference in San Diego.	Comm & Admin	Thares	Update and train schools and financial aid partners on Federal Student Aid's newest products and services, federal regulations and legislative updates.	Successful delivery and execution of all FSA conference activities.	10/1/07	9/30/08			X			X	X
9.9	Manage controlled correspondence functions including Freedom of Information Act (FOIA), Privacy Act and Controlled Mail.	Comm & Admin	Boggs/ Cook/ Sweet	Satisfy regulatory requirements that Federal Student Aid provide and track information throughout the organization.	Federal Student Aid will maintain an overdue rate of less than five percent per month.	10/1/07	9/30/08			X				X

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									1- Federal Student Aid Systems Integration and Technology Solution Initiatives	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Ongoing Operational Initiatives
9.10	Integrate Human Capital Planning in Daily Operations.	Comm & Admin	Bartges	Goal One of the Federal Student Aid Human Capital Plan commits the organization to integrating our Strategic Plan and Daily Operations to ensure workforce readiness and the ability to carry out our mission. During FY 2006 a goal for improving diversity was added to the plan.	-Human Capital Management Plan is being implemented. -Approach for FY07 Federal Student Aid diversity initiative assessed and revised for FY08. -FSA Human Capital policies, SOPs, innovations developed to support Human Capital Plan. -FSA Employee survey data is reviewed and action steps developed to improve the results. POC Assessment FHCS: 1. Recommend my organization as a good place to work (07=55, FS) 2. Steps are taken to deal with poor performers (07=29, FS) 08 Targets: O = + 10 points HS= + 7 points FS= + 4 points MS= - 2 points	10/1/07	9/30/08					X		X
9.11	Improve Workforce Support Development: Integrate Human Capital Planning in Daily Operations.	Comm & Admin	Mondragon	Goal One of the Federal Student Aid Human Capital Plan commits the organization to integrating our Strategic Plan and Daily Operations to ensure workforce readiness and the ability to carry out our mission. During FY 2006 a goal for improving diversity was added to the plan.	-Acquire resources to provide consultative services to assist Business Units with workforce planning (i.e., identification of human resources needed to accomplish the work, and strategies for attaining them).	10/1/07	9/30/08	X				X		X

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									1- Federal Student Aid Systems Integration and Technology Solution Initiatives	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Ongoing Operational Initiatives
9.12	Develop a strong bench of current and future leaders.	Comm & Admin	Strote	Goal Two of the Federal Student Aid Human Capital Plan includes a goal dedicated to developing current and future leaders to ensure a continuity of operations and success over time.	-Develop and deploy approaches to improve the effectiveness of the ELT and the Directs. -Deliver 2007-08 Cornerstones Program. -Identify beneficiaries of Leadership Fund. -Respond to OM as needed on progress in closing leadership competency gaps. FOR POC ASSESSMENT - % Leadership training completed by 9/30/08 (Denominator is FSA Managers with "Strategic Leadership" and "Planning and Accountability" gaps identified through Department's skills gap analysis.) O=80% HS=70% FS=60% REPORT: Current Status - Accomplishment/Issues/Current Rate Project Year end results.	10/1/07	9/30/08					X		X
9.13	Improve Workforce Support Development: Develop a strong bench of current and future leaders.	Comm & Admin	Strote	Goal Two of the Federal Student Aid Human Capital Plan includes a goal dedicated to developing current and future leaders to ensure a continuity of operations and success over time. Priority success measures are identified in the 08 Priority Charter for Workforce Planning and Development.	-Deliver an FSA leadership development strategy that identifies the needed skills, knowledge and attributes and clarifies a progression of recommended versus required training or developmental activities. -Design crietia and an application and selection process for building/developing a talent pool/pipeline of employees with leadership skills, knowledge and attributes. -Provide services to improve FSA leadership skills and knowledge in leading change, leading people and building coalitions. -Acquire resources to provide consultative services to assist Business Units with change management, where needed.	10/1/07	9/30/08	X				X		X

Federal Student Aid
FY 2008 Annual Performance Plan - C&A

FY 2008 PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	FSA PRIORITY	1- Federal Student Aid Systems Integration and Technology Solution Initiatives	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Ongoing Operational Initiatives
9.14	Develop a highly competent workforce.	Comm & Admin	Teresa/ Rumber	Goal Four of the FSA Human Capital Plan focuses on improving our capacity to attract and retain the best and brightest employees so that the work of Federal Student Aid is held in the highest regard. The Plan includes activities to streamline hiring and improve employee development. In addition, the FSA 5 Year Plan includes an objective (Improve Human Capital Management) which identifies 4 mission-critical areas for staff development: leadership; acquisitions; project management; and federal student aid business knowledge.	Support FSA in implementing project and acquisitions management competency development. -Develop, deliver and report on the FY08 Training Plan; FSA sponsored classes will have a satisfaction rate of 80% reported monthly along with cost and attendance information. -Support FSA Business Units and respond to OM as needed regarding competency gaps. -Launch new training facility in lower lobby of UCP.	10/1/07	9/30/08					X		X
9.15	Improve Workforce Support Development: Develop a highly competent workforce.	Comm & Admin	Teresa/ Rumber	Goal Four of the FSA Human Capital Plan focuses on improving our capacity to attract and retain the best and brightest employees so that the work of Federal Student Aid is held in the highest regard. The Plan includes activities to streamline hiring and improve employee development. In addition, the FSA 5 Year Plan includes an objective (Improve Human Capital Management) which identifies 4 mission-critical areas for staff development: leadership; acquisitions; project management; and federal student aid business knowledge. Priority success measures are identified in the 08 Priority Charter for Workforce Planning and Development.	Design a curriculum framework to improve workforce competency in data analysis. - Design 100 & 200 level classes on the Business of Federal Student Aid, covering awareness and delivery in 08. -Support Program Compliance in closing critical competency gaps for Program Review Specialists (1101's) by acquiring relevant training programs for staff. -Clarify mandatory training requirements so that Business Units can plan to meet them.	10/1/07	9/30/08	X				X		X

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									1- Federal Student Aid Systems Integration and Technology Solution Initiatives	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Ongoing Operational Initiatives
9.16	Provide responsive Employee and Labor Relations Support Services that strengthen our results-oriented culture.	Comm & Admin	Mondragon	Goal Three of the Federal Student Aid Human Capital Plan includes a goal dedicated to strengthening our results-oriented culture to ensure a motivated workforce that performs at the optimal level needed to accomplish our mission and delight our customers. -Goal Four of the Human Capital Plan includes a goal focused on improving our capacity to attract and retain the best and brightest employees, (Right People, Right Jobs) so that Federal Student Aid is recognized as an employer of choice. A key element of any retention effort is a robust work/life program.	-Achieve monthly goals established in performance management action plan. -Develop Workforce Relations action plan for development and implementation of telework registration system and work/life program innovations by 10/30/07. -Achieve performance measure goals established in the Workforce Relations Action Plan.	10/1/07	9/30/08			X		X	X	
9.17	Provide high quality, timely Human Resources (HR) Operations Support Services.	Comm & Admin	Mondragon	Goal Four of the Human Capital Plan includes a goal focused on improving our capacity to attract and retain the best and brightest employees, (Right People, Right Jobs) so that the work of Federal Student Aid is held in the highest regard. The Plan includes key activities focused on streamlining hiring.	-Achieve performance measure goals established in the FSA FY 2008 Workforce Plan (Action Items 1, 2, 8 & 9). -1. Fill MCO positions for which gaps exist. -2. Address the shortage of candidates in key MCO positions. -8. Increase the representation of Hispanics in our workforce. -9. Facilitate the transition to the Federal Student Aid Target State Vision through strategic hiring practices. -Develop milestone goals (by 10/30/07) for eOPF record updates and audits and achieve milestone goals (through 9/30/08).	10/1/07	9/30/08					X	X	

FY 2008 PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	FSA PRIORITY	Objectives					
									1- Federal Student Aid Systems Integration and Technology Solution Initiatives	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Ongoing Operational Initiatives
9.17.1	POC ASSESSMENT: Percent of MCO staffing gaps closed each quarter.	Comm & Admin -Comm	Mondragon		MCO hiring proficiency reported quarterly. Measurement is proportion of MCO-designated positions filled. O = 97%; HS = 93%; FS = 90%; MS = 80% REPORT: Current Status- Accomplishments/Issues Current Measurement	10/1/07	9/30/08							
9.17.2	POC ASSESSMENT: Cycle-time: Manager receives cert to hiring decision made.	Comm & Admin -Comm	Mondragon		Number of working days that elapse between when a manager receives their cert from HR and when a decision is made on that cert. O - 15 HS - 18 FS - 21 MS - 31 REPORT: Current Status- Accomplishments/Issues Current Measurement	10/1/07	9/30/08							
9.17.3	POC ASSESSMENT: Percent EDPAS-covered employees with plan in on time.	Comm & Admin -WSS	Mondragon		All employees covered by EDPAS and eligible for a new plan are to have said plans in place by 11/1/07. Calculation: # employees with EDPAS Plans in place/# of employees eligible to have plan in place in EDPAS Software. O - 98% HS - 95% FS - 90% REPORT: Current Status- Accomplishments/Issues Current Measurement NOTE THIS IS A QUALIFYING METRIC	10/1/07	11/1/07							

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9.17.4	POC ASSESSMENT: Percent EDPAS-covered employees with rating in on time.	Comm & Admin -WSS	Mondragon		Proportion of employees eligible to receive EDPAS FY 07 rating for whom a rating was entered into FPPS by 11/16/07. O - 98% HS - 95% FS - 90% REPORT: Current Status- Accomplishments/Issues Current Measurement NOTE THIS IS A QUALIFYING METRIC	10/1/07	11/16/07							
9.18	Implement transit and parking benefits program for staff.	Comm & Admin	Washington	A healthy safe, secure, high-quality work environment is needed to support the high productivity of the Federal Student Aid workforce so that it can achieve the goals of the Strategic Plan.	-Quarterly distributions are conducted on a timely and accurate basis. -Parking and transit benefit applications are transmitted to OM within two business days of receipt. -Adequate communications are provided within Federal Student Aid staff to alert and remind of reallocation timelines and other requirements.	10/1/07	9/30/08					X		X
9.19	Fully implement the facilities management plan, using web-based facilities tracking pilot with Office of Management (OM) as a primary tool.	Comm & Admin	Washington	A healthy safe, secure, high-quality work environment is needed to support the high productivity of the Federal Student Aid workforce so that it can achieve the goals of the Strategic Plan.	Improve response times and workplace data over the prior performance year by integrating functionalities and results derived from the pilot with daily management of facilities work.	2/1/08	9/30/08					X	X	X

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9.20	Renovate additional office space to supplement and improve current space management plan for Union Center Plaza (UCP), and upgrade regional training facilities.	Comm & Admin	Washington	A healthy safe, secure, high-quality work environment is needed to support the high productivity of the Federal Student Aid workforce so that they can achieve the goals of the Strategic Plan.	Completion of three additional and unique workspaces for Federal Student Aid employees and contractors.	11/1/07	9/30/08					X		X
9.21	Implement and integrate an emergency management plan in three Federal Student Aid regional offices.	Comm & Admin	Washington	A healthy safe, secure, high-quality work environment is needed to support the high productivity of the Federal Student Aid workforce so that they can achieve the goals of the Strategic Plan.	Development of a practical template from current UCP emergency plan that can be applied and implemented in each selected regional office (subject to related municipal codes).	11/1/07	9/30/08			X		X	X	X
9.22	PROJECT 9.22 HAS MOVED TO PROJECT 10.18													
9.23	Improve quality and extent of internal conferencing services for the FSA enterprise.	Comm & Admin	Washington	FSA needs to expand the menu of options available to link customers and staff to better audio/video communications for training, meetings and business development. Increased capacity in this area will strengthen organizational assets, and will reduce other costs, such as travel and productivity.	Addition of two new options for distance learning and communications events by 4/30/08. Updates and improvements to conference room scheduling system capabilities on a pilot basis, by 9/30/08.	12/1/07	9/30/08		X					X

FY 2008 PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	FSA PRIORITY	Objectives					
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9.24	Implement HAZMAT awareness training and preparation in FSA Headquarters.	Comm & Admin	Washington	Federal Student Aid needs a simple and basic awareness level training for employees, to educate about how to respond to HAZMAT incidents. The location between the FSA HQ building and certain volatile "hot" spots in the immediate area, make such events possible. This training will equipment the staff and contractors to respond safely and quickly.	-Design and development of a basic HAZMAT awareness course, along with class materials, and safety tools to aid staff in responding. Development of basic "quiz" to gauge level of participation and understanding.	10/1/07	9/30/08			X			X	
9.25	Transition the FSA workforce to the new HSPD-12 badge.	Comm & Admim	Mondragon/ Washington	This project will further the goals of improving human capital program integrity by meeting Homeland Security Presidential Directive 12 goals and standards for common identification for Federal Employees and Contractors.	-Achieve target goals for rebadging all FSA HQ employees/contractors.	10/1/07	9/30/08			X		X		X

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TIER 1 - ANNUAL ACTIVITIES														
5.1.5	Develop recommendations for a plan to utilize enhanced risk management activities and practices across FSA in support of improved compliance and oversight.	Ent Perf Mgmt	Dore		Recommendations are developed for a plan to utilize enhanced risk management activities and practices across FSA in support of improved compliance and oversight.	12/1/07	6/30/08							
10.1	**Develop FY 2009 Annual Performance Plan.**	**Ent Perf Mgmt**	**Hall**	**Development of the PBO's annual performance plan helps move the organization closer to achieving its long-term strategic goals and objectives. This plan becomes the basis for the performance contract, required by the PBO legislation, between the Secretary and the COO as well as the COO and the COO's direct reports.**	**Draft version to COO by 9/30/08.**	**7/1/08**	**9/30/08**							**X**
10.2	**Issue customer satisfaction survey results.**	**Ent Perf Mgmt**	**Hall**	**Legislation requires the PBO to improve service to students and other participants in the Title IV programs. Having an independent entity survey the PBO's customers provides the level of satisfaction and areas which need improvement.**	**Provide customer satisfaction index scores to the Department for inclusion in the Department's PAR.**	**10/1/07**	**9/30/08**						**X**	**X**

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									1- Federal Student Aid Systems Integration and Technology Solution Initiatives	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Ongoing Operational Initiatives
10.3	Execute reporting for Federal Student Aid's Annual Performance Plan.	Ent Perf Mgmt	Hall	Reporting on Federal Student Aid's performance progress satisfies Congressional and OMB requirements.	-Provide monthly annual plan reports to Federal Student Aid ELT and senior leaders within two weeks of month's end. -Other reporting is provided within the scheduled timeframe.	10/1/07	9/30/08							X
10.4	Standardize project management practices.	Ent Perf Mgmt	Kuriatnikova	An integrated and common approach to managing projects will enable Federal Student Aid to more efficiently and effectively control costs and business processes.	-Change (Scope) Management by 1/31/08. -Basic Earned Value Management Standard by 3/31/07. -PM Tool Kit by 3/31/08. -Risk Management approach by 9/30/08.	10/1/07	9/30/08		X				X	X
10.5	Support project oversight and control.	Ent Perf Mgmt	Kuriatnikova	Improved visibility into major Federal Student Aid projects.	Provide monthly PMO Scorecard Reports to FSA ELT & senior leaders by the 15th of each month	10/1/07	9/30/08		X					X
10.6	Provide project management educational opportunities that will foster a better performing project management workforce at Federal Student Aid.	Ent Perf Mgmt	Kuriatnikova/ Jobe/ Lewis	Meet critical skill gap in Project Management.	Train 45 FSA staff in basic project management with 80% reporting a knowledge gain. Train 45 FSA staff in requirements management with 80% reporting a knowledge gain.	10/1/07	9/30/08					X		X
10.7	Support the Department's Acquisition Contract Manager in developing a Program/Project Management Certification Program.	Ent Perf Mgmt	Kuriatnikova/ Jobe	Meet critical skill gap in Project Management.	Participate in the development of a P/PM assessment framework and P/PM Certification program.	10/1/07	9/30/08					X		

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10.8	Implement strategic changes in how we procure services - Continue implementation of target state vision via ESP.	ELT Sponsor - Fare	Bradfield	Federal Student Aid is overly reliant on a limited number of service providers leading to increased cost, risk and an absence of ''best in business' companies supporting our mission. We seek to change how we procure services to drive vendor performance; ease transitions to new providers; deliver best in business service providers and obtain good value for our dollars.	-Multiple vendors' providing aid delivery services -Reduced unit cost for aid delivery -Low risk transitions from one service provider to another -Increase in number of competitive actions and an increase in dollars to small businesses -Improved customer satisfaction scores	10/1/07	9/30/08	X						
10.9	Improve financial management that optimizes Return on Investment through performance, budget, and acquisition integration.	Ent Perf Mgmt	Bradfield	Improve management processes for translating user needs into cost effective, reliable, and sustainable business systems.	-Federal Student Aid Total Contract Life Cycle Costs lower than FY 07 total. Evidenced by all below and our calculation of Life Cycle Costs on new programs/contracts vs. existing programs/contracts.	10/1/07	9/30/08		X	X	X	X	X	X
10.9.1	Perform comprehensive investment analysis.	Ent Perf Mgmt	Bradfield	Establish consistent and effective business case alternatives analysis capability.	-Implement a spend analysis capability; demonstrated by presenting a draft enterprise-level Spend Analysis Report based on FY 06 and FY 07 data to the HCA. -Implement a Cost Library capability; demonstrated by providing data and analysis capability to support Business Cases, Independent Government Cost Estimates (IGCEs), etc., as required.	10/1/07	9/30/08		X	X	X	X	X

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10.9.2	Perform thorough acquisition planning to improve the procurement planning process.	Ent Perf Mgmt	Bradfield	Improve enterprise-level and Federal Student Aid Acquisitions planning.	-Improve acquisition processes that support the enterprise level acquisition, performance, and budget planning processes; demonstrated by successful development, documentation, tracking, and reporting of internal acquisition control processes. Evidenced by coordinated and approved procedures, reports, or internal audit analyses/finding/corrective actions.	10/1/07	9/30/08			X	X	X	X	X
10.9.3	Reduce Federal Student Aid Costs.	Ent Perf Mgmt	Bradfield	Increase the use of cost-effective contract vehicles.	Increase competition through: -Execution of new competitive Indefinite Delivery Indefinite Quantity (ID/IQ) vehicles as required to support the Acquisition Strategy. -Small Businesses awards greater than or equal to the FY 07 percentage of total contracts awarded. -Prompt Payment Interest total less than or equal to the FY 07 total, unless interest is due to circumstances beyond the CO's control.	10/1/07	9/30/08			X	X		X	X
10.9.4	Drive superior performance.	Ent Perf Mgmt	Bradfield	Increase efficiency and effectiveness of Federal Student Aid Acquisitions processes.	-Conduct a contract management review, demonstrated by a final report including recommendations for improvement. -Number of ratifications less than or equal to FY07 unless approved by HCA or higher authority. -No sole source acquisitions due to inadequate planning, as verified by CRB action.	10/1/07	9/30/08			X	X	X	X	

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10.9.5	Shape the acquisition workforce.	Ent Perf Mgmt	Bradfield	A better performing acquisition workforce.	-Improve COR management processes in collaboration with the EPMS PMO; evidenced by documented processes. -Execute the Acquisition Professional Program; evidenced by hiring and training of the initial complement of candidates. -Provide Certification and Maintenance of Certificate training opportunities for 1102s and monitor certification status. Evidenced by periodic documented audits of 1102's ACMIS and LMS transcripts against formal Department certification standards. -Ensure that COs appoint CORs who are fully qualified in accordance with established procedures and standards. Evidenced by periodic documented audits of contract files and COR's ACMIS and LMS transcripts against formal Department standards.	10/1/07	9/30/08			X	X		X	
10.10	Continually monitor and report on accomplishments related to the high-risk areas and to recommendations in GAO's 2004 high-risk review.	Ent Perf Mgmt	White	The Student Financial Aid Programs were designated by the GAO as high risk from 1990 through 2004. GAO identified issue areas Federal Student Aid should target for improvement: 1) financial management; 2) systems integration; 3) program integrity; 4) human capital; and 5) PBO management. GAO included recommendations in their 2004 report related to human capital and accountability. Federal Student Aid needs to continue to monitor progress in those areas to ensure that the GAO does not re-designate the student aid programs as high risk.	Enterprise Risk Management Group (ERMG) will submit monthly reports on this item based on status reports on other annual plan activities related to high risk issue areas, on execution of corrective actions in response to GAO and OIG reports, on progress on the FY 2007 financial statement audit, and on results of internal reviews and risk assessments.	10/1/07	9/30/08		X	X	X	X	X	

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10.11	**Perform the audit reporting and audit liaison functional responsibilities for all of Federal Student Aid.**	**Ent Perf Mgmt**	**Dore/ White**	OMB Circular A-50, "Audit Follow-up," requires federal agencies to resolve all audit recommendations within six months of their issuance and to establish a system for resolving audits and ensuring follow-up on corrective actions. In addition, the OIG and GAO require responses to their various work products within specified timeframes.	-More than 90 percent of responses to OIG and GAO draft reports will be delivered to OIG or GAO on or before the stated deadline. -More than 90 percent of CAP's required as a result of a final OIG report will be submitted to OIG on or before the deadline. **FOR POC ASSESSMENT:** **O = 95%** **HS = 90%** **FS = 85%** **MS = 75%** **REPORT:** **Current Status- Accomplishments/Issues** **Current Measurement**	10/1/07	9/30/08							X
10.11.1	Deliver responses and CAP's within allowed timeframes.	Ent Perf Mgmt	White		-More than 90 percent of responses to OIG and GAO draft reports will be delivered to OIG or GAO on or before the stated deadline. -More than 90 percent of CAP's required as a result of a final OIG report will be submitted to OIG on or before the deadline.	10/1/07	9/30/08							X
10.11.2	Track internal audit status and report monthly to senior management.	Ent Perf Mgmt	White		-Report Internal audit status to management by the 10th of each month. -Add A-123 corrective action plans (CAPs) to tracking database and begin including status in monthly reporting by 12/31/07.	10/1/07	9/30/08							X

										Objectives					
FY 2008 PROJECT NUMBER	**ACTION ITEMS**	**RESP AREA**	**RESP PERS**	**BUSINESS NEED**	**SUCCESS MEASURES**	**START DATE**	**TARGET COMPLETION DATE**	**FSA PRIORITY**	**1- Federal Student Aid Systems Integration and Technology Solution Initiatives**	**2 - Improve Program Integrity**	**3 - Reduce Cost**	**4 - Improve Human Capital Management**	**5 - Improve Products and Services**	**6 - Ongoing Operational Initiatives**	
10.12	**Maintain and enhance Internal Review (IR) capabilities to deliver high quality review products and services to the COO and ELT, as described in the Internal Review Charter.**	**Ent Perf Mgmt**	**White/ Sefton**	**Federal Student Aid has an internal review function to assess the effectiveness of internal controls over operations and functions and to assess the efficiency and effectiveness of those operations/functions.**	-Create an updated IR risk-based methodology for developing annual internal review work plans in order to respond to emerging risks that could compromise FSA's ability to meet its strategic and operational objectives. - Manage, execute, and update the FY 2008 Internal Review plan. - Prepare the FY 2009 Internal Review work plan that is aligned with management goals and objectives. - Issue a report on internal review accomplishments for FY 2008. - Update the Internal review procedures to include TeamMate automated workpaper procedures, and continue efforts to train IR staff in the use of the TeamMate application.	10/1/07	9/30/08			X	X	X	X	X
10.12.1	Create an updated risk-based methodology for developing annual internal review plans so it is flexible and recognizes new and emerging risks as well as new or modified mitigation strategies .	Ent Perf Mgmt	White/ Sefton		Update the methodology to include high-level risks associated with Federal Student Aid's ability to meet its strategic goals and objectives as well as new tools and information as they become available. Stay abreast of new corrective action plans (CAP) responding to OIG audits and GAO reports, functional and programmatic changes, and ERMG Risk Analysis & Reporting products.	10/1/07	9/30/08			X	X	X	X	X

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10.12.2	Manage, execute, and update the FY 2008 internal review plan ensuring that IR resources are available to respond to changing management priorities.	Ent Perf Mgmt	White/ Sefton		-Review the FY 08 Work Plan for updates at least quarterly or as new review priorities are identified by the COO, ELT, or internal analysis. -Design and structure review programs, recommendations, and other deliverables to meet individual project scope and objectives, recognizing the complexity of FSA's programs and operations, and the uniqueness and variety of work the ELT requests of Internal Review.	10/1/07	9/30/08			X	X	X	X	X
10.12.3	Prepare the FY 2009 Internal Review work plan that reflects risks to FSA's achieving its strategic objectives.	Ent Perf Mgmt	White/ Sefton		Develop an internal review work plan for FSA's COO, in consultation with the Chief Risk Officer (CRO), focused on risks to FSA programs and operations, that considers new FSA processes, modifications to existing processes, risk assessments and other evaluation tools. Deliver the work plan to FSA's COO by 9/30/2008.	6/1/08	9/30/08			X	X	X	X	X
10.12.4	Issue a report on Internal Review projects completed and accomplishments achieved during FY 2008.	Ent Perf Mgmt	White/ Sefton		Submit the report on internal review projects completed and accomplishments achieved during FY 2008 to the COO and ELT by 9/30/2008.	8/1/08	9/30/08							X
10.12.5	Update the Internal Review procedures to include TeamMate automated workpaper procedures.	Ent Perf Mgmt	White/ Sefton		Update applicable Internal Review procedures to ensure a consistent and appropriate use of TeamMate.	1/1/08	7/31/08							X
10.12.6	Continue efforts to train IR staff in the use of the TeamMate application.	Ent Perf Mgmt	White/ Sefton		Continue to develop TeamMate skills through Federal User Group (FUG) participation and other training opportunities.	10/1/07	9/30/08							X

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10.13	Continue efforts to develop ERMG staff capabilities, focusing on specialized enterprise risk management, internal review, and FSA program knowledge.	Ent Perf Mgmt	White/ Vitters	Enhanced risk management, internal review capabilities, and program knowledge will enable ERMG to assist Federal Student Aid in furthering its efforts to identify and manage vulnerabilities to fraud, waste, and abuse, as well as enhance efforts to identify, assess and manage risk.	- Provide appropriate specialized risk management training opportunities for ERMG staff and management.	10/1/07	9/30/08		X	X	X	X	X	X
10.13.1	Provide appropriate specialized training for all ERMG staff and management, including the Risk Analysis & Reporting Division, as well as the Internal Review and Audit Liaison teams within the Internal Review Division.	Ent Perf Mgmt	White/ Vitters		-Conduct professional development discussions with each employee within 90 days of beginning of employee's rating period and document in IDP or other planning tool as appropriate. -Ensure completion of appropriate training and development activities for each ERMG member as deemed appropriate.	10/1/07	9/30/08		X			X	X	X

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10.13.2	Utilize innovative measures to improve effectiveness in staffing the ERMG and obtain contract resources to ensure appropriate expertise and address any staffing shortfalls.	Ent Perf Mgmt	White/ Vitters	Ensure adequate staffing and human resources to support Federal Student Aid's Enterprise Risk Management initiatives including: the ERM program and strategy, the 2008 Internal Review Plan, and an effective audit liaison function.	Ensure that ERMG staffing levels are maintained with sufficient levels of qualified personnel to complete goals and objectives. Utilize contractor support, in-house details, and other methods to ensure ERMG can deliver appropriate services to FSA's ELT and business owners. Manage/monitor all aspects of ERMG contracting activities.	10/1/07	9/30/08		X	X		X	X	X
10.14	**Enhance Federal Student Aid's and ED senior management's understanding and support for adoption of ERM Framework and implementation of FSA's ERM program.**	**Ent Perf Mgmt**	**Dore/ Vitters**	**Ensure executive level support for, and understanding of, Federal Student Aid's Enterprise Risk Management efforts. Improve risk management capabilities at the highest levels of the organization and help align strategic risks with strategic goals and objectives.**	**-Maintain/increase support from senior management for ERMG initiatives underway at Federal Student Aid by performing the following:** **-Meet quarterly with FSA COO and ERM Committee to share progress and results of BU risk activities with focus on critical and high risks identified within each business unit.** **-Meet with other FSA senior management (Direct Reports, ELT) as appropriate to share results of BU risk activities and provide suggestions on how results of work may be used to improve performance and enhance operations.** **-Maintain understanding of current risk management (or ERM) efforts underway within and across 'ED' such as developments from ED Risk Management & Compliance Committee or other groups or committees as appropriate.**	**10/1/07**	**09/30/08**		**X**	**X**	**X**	**X**	**X**	**X**

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												Objectives		
10.15	Manage, conduct, or assist with performing special projects such as risk assessments, fraud analyses, system/data analyses, etc. as requested or approved by executive management.	Ent Perf Mgmt	Dore/ Vitters	Involvement with special projects will enhance the ability of Federal Student Aid's management to identify, assess and manage risks in a timely manners and further efforts to mitigate vulnerabilities to fraud, waste, abuse and mismanagement.	- Completion of Publicly Traded Corporation (PTC) Risk Assessment Project by 3/31/2008. - Participation in additional special projects or new initiatives during FY 2008 as appropriate.	10/1/07	9/30/08		X	X	X	X	X	X
10.16	Provide for effective, organization-wide communication on Federal Student Aid's implementation of an Enterprise Risk Management (ERM) program and framework.	Ent Perf Mgmt	Dore/ Vitters	Clear communication around the goals, objectives, and benefits of a fully implemented COSO-based enterprise risk management program will provide for a better understanding of risk management and ERM, as well as provide the basis for incorporating improved risk management practices into Federal Student Aid's routine activities. Ultimately, this should provide for an improved risk culture througout the organization.	-Conduct at least 10 internal presentations / training and external presentations on enterprise risk management (ERM), FSA's ERM program & the COSO-based ERM framework. -Provide for quarterly communications on the status of Federal Student Aid's ERM program and the COSO-based ERM framework. -Finalize Enterprise Risk Management Quick Reference Fact Sheet and share with internal staff and external parties as appropriate.	10/1/07	9/30/08							X

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10.17	Continue implementation of ERM strategy at Federal Student Aid using the Committee of Sponsoring Organizations (COSO) ERM - Integrated Framework. Utilize other methods and tools, as appropriate, to help create a process for managing risk across the entire Federal Student Aid organization.	Ent Perf Mgmt	Dore/ Vitters	Enhanced risk management and internal review capabilities will enable Federal Student Aid to: - reduce redundancies. - better utilize resources. - make more informed strategic decisions. and - limit the impact of catastrophic or unusual events.	Complete Phase II of the ERM Program Project Plan including implementation of an ERM strategy & framework, and performance of initial COSO-based business unit risk activities at Federal Student Aid. Begin ERM Program Project Plan phase III completion of the COSO-based ERM framework, establishment of advanced risk methodologies & other activities for monitoring, responding to, and reporting on risk.	10/1/07	9/30/08			X			X	X
10.17.1	Complete Phase II of the ERM Program project plan including implementation of an ERM strategy and framework and performance of initial COSO-based business unit risk activities at Federal Student Aid.	Ent Perf Mgmt	Dore/ Vitters		Conduct business unit risk activities in at least 12 of the remaining business units across Federal Student Aid. Finalize results of activities within each business unit and document results in BU Risk Activities Summary Report. Share results with each business unit head. Enter risk information for all business unit risk activities into selected risk application (database) to facilitate the development and preparation of enterprise-level risk reports for senior management.	10/1/07	9/30/2008			X			X	

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10.17.2	Begin ERM Program Project Plan phase III: completion of the COSO-based ERM framework, establishment of advanced risk methodologies & other activities for monitoring, responding to, and reporting on risk.	Ent Perf Mgmt	Dore/ Vitters		Use risk inventory data to develop enterprise-level risk reports for senior management, which provide for a portfolio view of risk across the organization. Develop a methodology and plan for conducting additional COSO-Based ERM framework activities. Utilize technical applications and analyses to develop advanced methods for monitoring and reporting on risk and risk-related activities.	3/31/08	9/30/2008			X			X	
10.18	**Develop an enterprise-wide program to improve Federal Student Aid record archiving and retention.**	**Ent Perf Mgmt**	**Hall**	**Federal Student Aid needs a practical record retention model that includes appropriate approvals and controls for items that are archived. The model must also contain fiscal limits and retention schedules, so that outdated materials can be purged and eliminated on an efficient business cycle, or when needed.**	**-Development of a model or program that provides standard operating procedures, fiscal or budgetary limits, retention scheduling and storage monitoring and elimination.**	**10/1/07**	**9/30/08**			**X**			**X**	

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TIER 2 - DEVELOPMENT AND INTEGRATION ACTIVITIES														
20.30	Implement Project Management modules in EMSS.	Ent Perf Mgmt	Kuriatnikova	Provide automated tools to support project management processes.	Develop and implement risk, issue, scope and schedule management and revise existing PMO Scorecard.	10/1/07	6/30/08							
20.31	Procure the Portfolio/Program/Project Management Support Vendor Pool (component of EDSS).	Ent Perf Mgmt	Kuriatnikova/ Wingard	Supplement Program/project management skills to successfully deliver projects.	Vendor pool established.	10/1/07	9/30/08							

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TIER 1 - ANNUAL ACTIVITIES														
11.1	Conduct activities related to federal and state legislation that affect federal student aid. Participate in development of regulations and other guidance resulting from legislation and aid related initiatives.	COO - Policy	Baker	The PBO has a statutory responsibility to recommend legislative, regulatory, and other policy changes to the Secretary. This is done working with the Assistant Secretary for Postsecondary Education and the OPE Staff. Federal Student Aid must ensure that changes to the Title IV programs that result from changes in the law, regulations, or other policy initiatives are reviewed during development and implemented properly. PLI is responsible for coordinating Federal Student Aid's policy implementation with OPE and OGC.	Consistent with FSA's performance objectives and the direction provide by the COO and the ELT, PLI will recommend statutory and regulatory changes to improve the administration of Title IV programs. PLI will represent Federal Student Aid in developing and reviewing legislation, regulations, and other policy initiatives that impact the federal student aid programs. This will be done in a timely and professional manner and includes: -Reviewing pending legislative proposals and coordinate Federal Student Aid response to the Office of Legislative and Congressional Affairs (OLCA). -Coordinating with OPE and OGC on legislative proposals. -Monitoring HEA and non-HEA legislation and regulations that affect federal student aid and advising Federal Student Aid management and operating units about relevant issues. PLI will also enhance the effectiveness of Federal Student Aid cooperative efforts with OPE by working with OPE leadership and staff. to prioritize and identity PLI work on major projects in advance. The cooperative efforts will be evaluated annually by review with OPE management.	10/1/07	9/30/08			X	X		X	X

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11.2	Conduct activities related to required submissions to OMB.	COO - Policy	Baker	The Privacy Act, other law and OMB requirements mandate that certain submissions, clearances, and approvals take place in order for Federal Student Aid to conduct much of its business.	In partnership with the Federal Student Aid operating units: -Review or draft, and recommend the submission of OMB clearance packages (such as forms, regulations, paperwork reduction burden assessments, computer matching agreements, system of record notices, formal approvals, etc.). -Enhance efficiency and consistency of Federal Student Aid submissions.	10/1/07	9/30/08			X	X		X	X
11.3	Provide statutory, regulatory and other policy advice, leadership and expertise to Federal Student Aid management and staff, including developing and/or participating in the development of internal and external Federal Student Aid communications.	COO - Policy	Baker	To ensure accurate and consistent policy advice, PLI staff is the central policy unit for Federal Student Aid concerning legislation, regulations and other policy guidance related to student aid.	PLI will provide timely and professional advice to Federal Student Aid management and operating units on implementation of statutory and regulatory changes and other policy guidance. Success will be assessed by an annual evaluation by internal Federal Student Aid customers.	10/1/07	9/30/08			X	X	X	X	X
11.4	Work with external customers such as schools, lenders, students, servicers, associations, et al, on questions of policy implementation.	COO - Policy	Baker	PLI is the point of contact for questions about Federal Student Aid policy implementation.	PLI will respond in a timely manner to inquiries from external customers. PLI will provide accurate and professional presentations at meetings and/or conferences. PLI will develop a policy question submission and response tracking system.	10/1/07	9/30/08			X				X
11.5	Work with FSA operations units to implement provisions of the 2007 reconciliation bill.	COO -Policy	Baker	Congress amended the HEA in a number of areas with its passage of a reconciliation act in the summer of 2007. FSA must implement many of the provisions on the new law.	FSA operating units will be satisfied that information and guidance provided by PLI was accurate and timely.	10/1/07	9/30/08							

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11.6	Work with FSA's Program Operations staff to develop process for implementation of OMB required IRS match.	COO - Policy	Baker	The President's FY 08 budget included a provision that FSA would develop a consent-based match with the IRS.	FSA's Program Operations Unit and OMB will be satisfied that all efforts were made to implement a consent-based match.	10/1/07	9/30/08							
11.7	Work in conjunction with FSA's Awareness Channel to develop and implement the Secretary's financial aid simplification and early awareness initiatives.	COO - Policy	Baker	The Secretary has made simplification of the federal financial aid process and early information and notification top priorities.	FSA's Student Aid Awareness Group and the Undersecretary's Office will be satisfied with the input provided by PLI.	10/1/07	9/30/08							

FY 2008 PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	FSA PRIORITY	Objectives					
									1 - Federal Student Aid Systems Integration and Technology Solution Initiatives	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Ongoing Operational Initiatives
TIER 1 - ANNUAL ACTIVITIES														
12.1	Provide high quality information, research and informal problem resolution services to student aid recipients and other participants in student aid programs.	COO - Ombud	Wiley	The office's statutory mandate is to attempt informal resolution of student aid complaints, provide public outreach, evaluate activities and effectiveness, and compile and analyze data on borrower complaints and make appropriate recommendations.	-Conduct weekly surveys of customer satisfaction with research and general assistance cases, maintaining an average score of 4.0 on a scale of 1 – 5, with 5 being the highest score. -Distribute information to Federal Student Aid offices and industry partners about ombudsman functions, availability and level of activity on no less than a quarterly basis. -Increase outreach initiatives and activities to internal/external partners by 10% to build collaborative relationships (e.g. Participate fully in the emerging Student Loan Ombudsman Caucus	10/1/07	9/30/08			X	X		X	X