

SUMMARY

GREEN LIGHT

- Since the initial match with the National Directory of New Hires at the end of January, approximately \$19 million has been collected in defaulted student loans, primarily through this initiative. The second match will occur on April 28, 2001, and will include participation of some guaranty agencies.
- The Spanish version of the 2001-2001 Drug Brochure is final. Proofs from the printer will arrive this week. Also, the 2002-2003 English/Spanish Student Financial Assistance Glossary of Financial Aid Terms is being updated and will be distributed throughout SFA and made available on the Intranet. It will also be given to operating partners for translation of SFA materials. These are methods to increase the amount of student aid related information available to students, including those speaking English as a second language.
- Communications has awarded a contract to Wallen Davidson to design a new strategic promotion campaign for SFA's key electronic products.
- Analysis is in the process of finalizing the team-based balanced scorecard implementation plan, and is working towards finalizing the implementation contract.
- The Department of Education has started to implement a web-based recruitment application called Quick Hire. This automates the federal recruitment process. The implementation of Quick Hire in ED is tentatively scheduled for May 2001.

SCHEDULE CHANGES

- The release of version 2 of the School Portal is postponed until FY 2002 because of funding restraints. When released, this version will provide increased personalization, links to operating websites, query and downloading of available data, and a consolidated Title IV-wide event calendar.
- The SFA Performance Development Process has been redeveloped to address the concerns of SFA Senior Leadership and the Union. Although progress is being made, the May 1, 2001 implementation date will not be met.

PERFORMANCE PLAN INDICATOR STATUS AT A GLANCE*

as of April 27, 2001

	Indicator¹	Status
Students Channel	Establish a Web portal for students that will provide access to student related online services.	Delayed
	Create and launch a new products/services/delivery approach.	●
	Launch a single, toll-free "one call does it all" number for student customer service.	●
	Answer 95 % of 1-800-4FEDAID calls, and average a four rating (out of five) in weekly service survey.	●
	Increase the number of FAFSAs filed electronically from four million last year to five million in FY2001.	●
	Process all paper and electronic FAFSAs with an average turnaround time of seven days or less.	●
	Upgrade the Student Aid Report (SAR) for the 2002/2003 School year with a plain language letter.	●
	Analyze the results of the IRS Phase II statistical study of electronic matching of income data.*	●
	Increase to 400,000 the total number of borrowers repaying Direct Loans through Electronic Debiting.	●
	Retire Central Data System: transferring necessary functionality to other systems.	✓
	Process all deferment and forbearance requests within seven days of receipt at the DL Servicing Center.	●
	Provide, via the DL Servicing Web site, new Spanish language deferment and forbearance requests.	✓
	Process Loan Consolidations in 50 days or less.	●
	Increase the number of consolidation applications filed electronically by 50% in FY2001.	✓
	Keep the default recovery rate at 10% or higher.*	●
	Implement the National Directory of New Hires database matching program.*	●
Establish a program and multi-year goals to further reduce the cohort and lifetime default rates.*	●	
Schools Channel	Increase oversight efforts by increasing Program Reviews by 20%.*	●
	Educate the foreign school community about SFA program requirements to reduce non-compliance.*	●
	Implement a pilot program that prevents students from falsifying enrollment at foreign institutions.*	●
	Determine the initial cohort of recertification applications of foreign non-medical schools in FFEL.	●
	Keep the cohort default rate under 8%.*	●
	Provide each school with single SFA point of contact.	✓
	Release version 1 of the School Portal.	✓
	Release version 2 of School Portal.	●
	Choose operating partners to assist in building common business processes and systems.	●
	Develop and implement a strategy for creating a single "system" of unduplicated school data.	●
	Complete 96% of reimbursement requests within 30 days.	●
	Develop action plans for at least 90% of the schools on reimbursement.*	●
	Resolve 93% of school audits within six month of receipt.*	●
	Process 98% of the Direct Loan origination and disbursement records within two days.	●
	Process 98% of the Pell funding requests from RFMS receipt through GAPS within 24-36 hours.	●
	Migrate the Campus-Based System to a relational database for use in the 2001-2002 FISAP filing.	●
	Provide Direct Loan schools with results of PLUS loan credit checks within two days.	●
	Eliminate the Mid-Term Financial Aid Transcripts.	●
	Maintain the viability and competitiveness of the Direct Loan Program.	●
Provide Direct Loan schools with results of on-line entrance counseling electronically.	✓	
Financial Partners Channel	Establish a program and multi-year goals to further reduce the cohort and lifetime default rates.*	●
	Establish Web portal for Financial Partners to provide one stop access to SFA services and information.	●
	Design and implement improvements to the core business functions.	●
	Implement and monitor at least four voluntary flexible agreements for program participation.	✓
	Submit a report to Congress on the viability of expanding the VFA "pilot".	●
	Implement a centralized processing pilot project to eliminate false death and disability claims.*	●
	Complete investigative analysis on the remaining 1,300 discharges identified from the IG audit.*	●

PERFORMANCE PLAN INDICATOR STATUS AT A GLANCE*

as of April 27, 2001

	Indicator¹	Status
FP cont'd	Retire the FFEL System (Phase I).	
	Create the Data Mart (Phase I).	
CIO	Achieve 90% of the annual major modernization milestones that have been approved by the ITIRB.	
	Implement an infrastructure to support a standard branding view of all SFA data.	
	Reduce overall volume-adjusted operating costs for systems migrated to the data center by five percent.	
	Convert partner interfaces from a private network to the Internet.	Delayed
	Use data warehousing to provide information for management reporting and trend analysis.	
	Build the enterprise technical architecture including Middleware.	
	Enhance the security infrastructure based upon the framework and policies developed in FY 2000.*	
	Implement configuration management for SFA initiatives.	✓
	Complete the IT policies and procedures manual.	
	Implement three Electronic ID processes and test these with customers, external partners or employees.	
	Complete the migration of the Direct Loan Servicing System to the Virtual Data Center.	Dropped
	Publish Application Program Interface Standards for all technical services and some business services.	
	Develop the Enterprise Solution for electronic signature.	
CFO	Demonstrate enhanced SFA financial management.*	
	Provide full accounting capability for all SFA programs through implementation of the FMS.*	
	Obtain an unqualified opinion on the FY 00 SFA financial statement audit.*	
	Enhance the activity-based costing module to track unit costs and provide quarterly managerial reports.*	
Enterprise Areas	Expand SFANet to be the transaction tool for SFA's internal business.	
	Develop and implement a national outreach campaign to promote use of key SFA electronic products.	
	Design and deliver a course on student aid traditions to all SFA employees by December 15, 2000.	✓
	Deliver a course on "SFA Front-to-Back" that explains the processes involved in delivering financial aid.	
	Implement second generation Ombudsman Case Tracking System (OCTS 2.0).	
	Develop feedback loops to give operating partners quarterly reports of cases specific to their unit.	
	Develop and implement a research agenda focused on collecting and evaluating program performance.	
	Implement an integrated data collection and reporting process on program data to all SFA managers.	
	Pilot individual team-based scorecards.	
	Simplify FFELP Lender Due Diligence Regulations.	
	Create an SFA Policy Guidance Database.	
	Modify procedures to expedite the recruitment process.	
	Implement new employee incentives and recognition programs that support the performance plan.	✓
	Implement SFA Performance Development Process.	
	Implement a 'Partnership Program' to establish a better relationship with SFA Operating Partners.	✓
	Assume complete responsibility for the management of all SFA acquisitions and contracts.	✓
	Complete adoption of performance measures to appropriate legacy contracts.	
	Ensure new contracts include consistent and value-added performance measures.	
	Increase participation of small businesses in our contracts and in subcontracts by 5%.	
	Develop an automated contract management system to interface with SFA's FMS.	
Provide performance-based training on acquisition management to all SFA managers.		
Implement the recommendations of the Document Quality Control Group.*		
Test all new products or modules with actual "end-users" to identify deficiencies prior to product release.		

*Contributes to the goal of improving the financial integrity of student financial aid programs.

¹List is not exhaustive of all SFA operating goals and improvement projects.

APPENDIX

Channel	Fin INT	Action Item/ Performance Measure	Progress Summary From 04/13/01 to 04/27/01	% Complete
1 Students		Establish a Web portal for Students that will provide access to Student related online services.	<p>The Student's Channel continues to actively participate in the CIO sponsored Portal Strategy IPT. Our high level portal requirements have been delivered to the CIO. The CIO is currently reviewing Web products that will meet our requirements. The IPT outcome will produce an SFA wide Portal Strategy including views of the Channels. Once the Portal Strategy is delivered, we will commence a detailed Student Channel content analysis. Modernization funds for this effort are pending the acceptance of the Portal Strategy document, as it will outline the funding requirements. The target completion date for this initiative has been extended to 9-30-02. Successful completion of this project is contingent on the successful implementation of the Schools Portal, and the allocation of dollar resources. The Students channel is awaiting final CIO recommendations regarding Web products.</p> <p><u><i>HISTORY</i></u></p> <p>DELAYED. The Students Channel continues to actively participate in the CIO sponsored Portal Strategy IPT. Our high level portal requirements have been delivered to the CIO. The CIO is currently reviewing Web products that will meet our requirements. The IPT outcome will produce an SFA wide Portal Strategy including views of the Channels. Once the Portal Strategy is delivered, we will commence a detailed Student Channel content analysis. Modernization funds for this effort are pending the acceptance of the</p>	5%

APPENDIX

Channel	Fin INT	Action Item/ Performance Measure	Progress Summary From 04/13/01 to 04/27/01	% Complete
			Portal Strategy document, as it will outline the funding requirements. Successful completion of this project is contingent on the successful implementation of the Schools Portal, and the allocation of dollar resources. The students Channel is awaiting final CIO recommendations regarding Web products.	
2		Create and launch a new products/services/ delivery approach that will increase the amount of student aid related information available to Students and Parents, including those speaking English as a second language	The 2002-03 English/Spanish Student Financial Assistance Glossary of Financial Aid Terms is being updated and will be distributed throughout SFA via email and made available on the Intranet. This glossary is given to contractors (professional translators with ATA accreditation) for translation of SFA material. A federal student aid poster has been developed to raise awareness about student aid scams, and to stress applying is free, and that information and advice is readily available. We expect a printed supply to be available May 7, 2001. NOTE: Because the poster has been delayed by the moratorium, we are considering postponing its distribution until September. The Spanish version of the 2001-2002 Drug Brochure is final. Proofs from the printer will arrive this week. The English version of the 2001-2002 Drug Brochure is final. Proofs from the printer will arrive this week. Several Students Channel staff visited Puerto Rico to conduct focus groups with students, parents, and teachers on a debt management publication in Spanish (title of the publication to be determined). This publication features highlights from several current Department of	40%

APPENDIX

Channel	Fin INT	Action Item/ Performance Measure	Progress Summary From 04/13/01 to 04/27/01	% Complete
			<p>Education publications including All About Direct Loans, Entrance/Exit Counseling.</p> <p><u><i>HISTORY</i></u> Contacted webmaster of the Department's "Resources in Spanish" page (Recursos en Espanole) at www.ed.gov and included links to SFA material in Spanish. These links are located at http://www.ed.gov/offices/OIIA/spanishresources/publicaciones.html. The HTML versions of the 2001-2002 Funding Your Education in English and Spanish are available at http://www.ed.gov/prog_info/SFA/FYE/(March 2001). The 2002-03 English/Spanish Student Financial Assistance Glossary of Financial Aid Terms is being updated and will be distributed throughout SFA via e-mail and made available on the Intranet. This glossary is given to contractors (professional translators with ATA accreditation) for translation of SFA material. A federal student aid poster is being developed to raise awareness about student aid scams, and to stress applying is free, and that information and advice is readily available. Feedback on the poster's design and message was obtained through list-servs and focus groups from more than 200 participants including high school counselors, students and parents. The poster was sent to GPO on 3/28. We expect a printed supply to be available in four weeks. Looking for Student Aid is a brochure on finding scholarships and applying for federal student aid without paying money for information students. It</p>	

APPENDIX

Channel	Fin INT	Action Item/ Performance Measure	Progress Summary From 04/13/01 to 04/27/01	% Complete
			<p>suggests sources of free information and advice for the student and parent. Comments from the financial aid community are being incorporated. We will seek student feedback after brochure is laid out. A teacher loan forgiveness brochure is produced as a PIC item and will not be available for bulk ordering. The brochure will reflect recent changes on teacher loan forgiveness programs. The brochure is being distributed to SFA staff for comments and feedback. The Spanish version of the 2001-02 Drug Brochure is final.</p>	
3	Students	<p>Launch a single, toll-free, "one call does it all", number for student customer service that will allow access to any call center.</p>	<p>NO CHANGE</p> <p><i>HISTORY</i></p> <p>The Consistent Answers for Customers business case will be presented to the Internal Review Board on April 5. There are four components to the business case: Contact Management and Core View for Schools, Call Center Optimization, Central IVR, and Common Contact Management Application for SFA.</p>	15%

APPENDIX

	Channel	Fin INT	Action Item/ Performance Measure	Progress Summary From 04/13/01 to 04/27/01	% Complete
4	Students		Answer 95 % of 1-800-4FEDAID calls. Ratings for courtesy, answer speed, and overall service will average a four rating (out of five) in our weekly survey.	<p style="color: green;">NO CHANGE</p> <p><u>HISTORY</u> The call completion level to date is currently averaging 97.3%. Customer satisfaction, based on overall service, has continued to exceed the required goal during the first quarter. The average customer satisfaction for March has exceeded a four rating, with over 91% of the customers rating the service received a 4 (out of 5) or better.</p>	Exceeding Standard
5	Students		Increase the number of FAFSAs filed electronically from four million last year to five million in FY2001 with 50% via our web product. To help accomplish this, release the FAFSA on the Web 5.0 application in time for the 2001-2002 application cycle, making the application completion easier for users, while increasing performance and scalability.	<p style="color: green;">NO CHANGE</p> <p><u>HISTORY</u> The 2001-2002 FAFSA on the Web was available to students on January 1, 2001 at 7:15 a.m. CT. Through March there have been 5,178,652 applications processed. Of these 2,099,897 have been filed electronically, with 1,367,824 filed via the web. To date 65% of all electronic submissions have utilized the web. We are projecting that we will process 5,076,017 applications electronically in FY01. Of that number, we are projecting that 2,971,549 or 59% of them will be filed via the web.</p>	
6	Students		Process all paper and electronic FAFSA's with an average turnaround time of seven days or less.	<p style="color: green;">NO CHANGE</p> <p><u>HISTORY</u> For the 2001-02 processing cycle we are currently processing applications on an average of 4.6 days.</p>	Exceeding Standard

APPENDIX

Channel	Fin INT	Action Item/ Performance Measure	Progress Summary From 04/13/01 to 04/27/01	% Complete
7 Students		Upgrade the Student Aid Report (SAR) for the 2002/2003 School year with a plain language letter that clearly explains to applicants what's next, details the information they provided, and explains how to correct any FAFSA errors.	<p>NO CHANGE</p> <p><u>HISTORY</u></p> <p>The SAR has gone through an extensive transformation as a result of extensive hours of usability testing beginning May 2000. Based on the results of the tests and feedback from students and the FAA community, the SAR has been modified to a "student" oriented form where the information/ steps are given in a sequenced manner (linear timeframe of SAR process). After additional modifications were made to the redesigned SAR, the current draft is posted on IFAP for general review. So far, we have received feedback and suggestions on improving the format. In general, the feedback has been positive. In conclusion, APS has pending plans for the redesign and modification of the student correction pages - formerly as Part II of the SAR (Phase II). SAR Redesign Activities - Phase I: Input from students and FAA groups. Initial usability testing (May 2000). Second round of usability testing on the new and "raw" SAR (June 2000). Example of changes: 1. Problem: Unable to read and understand comment page on original SAR.</p>	

APPENDIX

Channel	Fin INT	Action Item/ Performance Measure	Progress Summary From 04/13/01 to 04/27/01	% Complete
8	Students	1	<p>Analyze the results of the IRS Phase II statistical study of electronic matching of income data, and decide how to use the findings to improve our income verification sample.</p> <p>NO CHANGE</p> <p><u>HISTORY</u></p> <p>We had to adjust the original study schedule because the contractor doing the study for SFA had an unforeseen family emergency and because the programming was more complicated than originally anticipated. We have adjusted the schedule for Phase II of the IRS statistical study as follows:</p> <p>12/26/00-Macro provided the IRS with SAS programming to perform need analysis using IRS income on the study sample and to generate statistical tables.</p> <p>1/31/01-IRS will provide SFA with requested statistical tables.</p> <p>2/9/01-Based on results of first batch of tables, ED requests additional tables from IRS.</p> <p>3/5/01-Macro requests additional tables from IRS.</p> <p>4/6/01-Macro will provide SFA with a draft report of the results of the statistical study.</p> <p>5/4/01-Macro will provide SFA with a final report summarizing the findings of the Phase II statistical study (which compares parent and student 2000-2001 FAFSA-reported income to 1999 IRS income data).</p> <p>7/17-ED provided the IRS with Phase II study sample files (50,000 independent students and 50,000 dependent students and their parents).</p> <p>July 17-August 4 - IRS matched ED file data with IRS master file data and extracted IRS data for statistical study. September 18-ED provided the IRS with SAS programs to: Link parent SSNs</p>	<p style="text-align: center;">50%</p> <p style="text-align: center;">65%</p>

APPENDIX

Channel	Fin INT	Action Item/ Performance Measure	Progress Summary From 04/13/01 to 04/27/01	% Complete
			<p>and IRS data to appropriate student application record. Determine what parent IRS income figures to use in the analysis. Substitute FAFSA income data fields with IRS income data (this program will also assume certain income earned from work values based on actual IRS AGI values).</p> <p>December 26-ED provided the IRS with SAS programming to perform need analysis using IRS income on study sample and to generate statistical tables.</p> <p>January 31, 2001-IRS provided initial statistical tables.</p> <p>February 9, 2001-ED requested additional tables based on some apparent discrepancies in some of the numbers in the IRS tables.</p> <p>February 15, 2001-IRS provided additional tables to ED.</p> <p>March 22, 2001-Error detected in output from IRS. Programming change made and sent to IRS to correct error.</p>	

APPENDIX

	Channel	Fin INT	Action Item/ Performance Measure	Progress Summary From 04/13/01 to 04/27/01	% Complete
9	Students		Increase the total number of borrowers repaying their Direct Loans through Electronic Debiting and other electronic methods to a minimum of 400,000 borrowers.	<p style="color: green;">NO CHANGE</p> <p style="color: red;"><u>HISTORY</u></p> <p>Electronic Debiting provides the borrower with an efficient means of payment that eliminates the need for check writing, mailing and postage. In addition, there are savings to SFA in processing for Electronic Debiting borrowers. This process provides a more consistent payment flow and error free environment. In the beginning of FY01 there were 261,236 Borrowers using Electronic Debiting. An increase of 138,700 Borrowers for FY2001 is required to meet the goal of 400,000. As of 03/31/2001, the number of Borrowers is 355,810. This year to date increase of 94,574 represents 68% of the annual goal.</p>	
10	Students		Retire Central Data System: transferring necessary functionality to other systems.	<p style="color: blue;">COMPLETED</p> <p>Retirement of Central Data Systems was successfully completed on November 19, 2000. This implementation was completed with no interruption in service and was transparent to the customer. This project resulted in significant savings to SFA operating costs and eliminated redundancy across systems.</p>	100%

APPENDIX

	Channel	Fin INT	Action Item/ Performance Measure	Progress Summary From 04/13/01 to 04/27/01	% Complete
11	Students		Process all deferment and forbearance requests within seven days of receipt at the Direct Loan Servicing Center.	<p>NO REPORT</p> <p><u><i>HISTORY</i></u> The average processing timeframe for deferment and forbearance requests was 6.45 days during March. The service Center continues to be committed to the lowest possible turnaround time.</p>	Exceeding Standard
12	Students		Provide, via the Direct Loan Servicing Web site, new Spanish language deferment and forbearance requests.	<p>COMPLETED</p> <p>With the implementation of our web site task order, borrowers who speak Spanish as a first language will not only be able to access deferment and forbearance forms in Spanish, but the majority of the DLS web site will also be in Spanish. The entire Direct Loan Servicing Web site was made available in Spanish effective February 20, 2001, at http://www.diservicer.ed.gov/. This enhancement is made in conjunction with the School Year Software Release 2001/2002.</p>	100%
13	Students		Process Loan Consolidations in 50 days or less.	<p>NO CHANGE</p> <p><u><i>HISTORY</i></u> We are currently booking loan consolidations in an average of 46 days.</p>	Exceeding Standard

APPENDIX

	Channel	Fin INT	Action Item/ Performance Measure	Progress Summary From 04/13/01 to 04/27/01	% Complete
14	Students		Increase the number of consolidation applications filed electronically by 50%, as a percentage of volume, or a minimum of 150,000 applications filed electronically in FY2001.	<p>COMPLETED</p> <p>Through March 2001 we received 173,282 electronically filed web applications representing 72% of the total application volume.</p>	100%
15	Students	2	Keep the default recovery rate at 10% or higher.	<p>NO CHANGE</p> <p><u><i>HISTORY</i></u></p> <p>The recovery rate is comprised of the sum of ED's collections and the guaranty agency's (GA) collections on defaulted loans divided by the outstanding portfolio at the end of the previous year. At the end of FY00, our portfolio was \$28.8 Billion. Combined recoveries through March were approximately \$2,496 Billion. At this pace, on a seasonally adjusted basis, annual recoveries will be approximately 15% of the outstanding portfolio. This recovery rate puts us on target to easily exceed our goal. Private collection agency combined recoveries are up 10% over FY00. Administrative Wage Garnishment payments are up almost 23% over FY00.</p>	

APPENDIX

Channel	Fin INT	Action Item/ Performance Measure	Progress Summary From 04/13/01 to 04/27/01	% Complete
16	Students	3	Fully implement the National Directory of New Hires database matching program to enhance default recoveries and resolutions.	50%

Since the initial match at the end of January, approximately \$19 million has been collected primarily through this initiative. On April 28, 2001 the second match will occur and include participation of eight guaranty agencies. The agencies vary by size and were selected by a committee. The agencies participating are Texas, Oklahoma, Pennsylvania, New Jersey, Iowa, Louisiana, USA Funds, and Massachusetts.

HISTORY

Security Addendum signed by heads of both agencies. Interagency Agreement outlining cost of the match signed by heads of both agencies. A "live" match tape containing 1.9 Million ED Collection records was sent to HHS/OCSE on December 27th for matching against the NDNH database. Match Results received from HHS/OCSE on January 23, 2001. Results indicate the following: Successful hits: 1,092,454; Eligible for collection activity (according to statute's requirement of <\$16,000 annualized income): 424,508: Total Revenue of eligible accounts: \$2,027,150,175.52. Data received from the initial match was added to borrower accounts on February 1, and was included in the transfer to contract collection agencies on February 3. Matches are anticipated quarterly, with the next match scheduled to occur in late March or early April. ED expects to include ten guaranty agencies in this match as a pilot before allowing all agencies to participate. The ten agencies will vary in size, and will be

APPENDIX

Channel	Fin INT	Action Item/ Performance Measure	Progress Summary From 04/13/01 to 04/27/01	% Complete
			selected by their committee. In an effort to assure that information is used for accounts whose annualized income exceeds \$16,000, ED's programming will only return accounts that meet that requirement back to the guaranty agencies.	
17	Students	4	Based on the "Fall Repayment Symposium," establish a program and multi-year goals to further reduce the cohort and lifetime default rates.	5%

APPENDIX

Channel	Fin INT	Action Item/ Performance Measure	Progress Summary From 04/13/01 to 04/27/01	% Complete
			<p><u><i>HISTORY</i></u> A draft book was developed based on the Fall Repayment Symposium, and is currently in review. This booklet will assist in developing a plan to help meet the goal of reducing future default rates. Identify all current practices of default aversion utilized by Direct Loan Servicing. 05/30/2001 Rate success of current methods of default aversion used by Direct Loan Servicing. 08/31/2001 Define a draft of life default rate model (i.e. predictability model to identify characteristics that may lead to default of a loan). 09/30/2001 Create a consortium with key GAs to share information relating to default aversion best practices and new technologies. 09/30/2001 Develop a draft of flexible due diligence requirements and links to incentives. 06/30/2002</p>	
18	Schools	5	<p>Increase oversight efforts by increasing Program Reviews by 20%. In FY 00 we performed approximately 130 on-site reviews.</p> <p>NO CHANGE</p> <p><u><i>HISTORY</i></u> On schedule. The Case Teams were reminded of the importance of program reviews on Dec 22, 2000. Case Teams developed plans to assure that reviews are completed by the end of the fiscal year, contingent on availability of travel funds. Case Team plans for conducting 163 program reviews are complete and 51 reviews have been conducted and entered into the PEPS database as of April 9, 2001.</p>	

APPENDIX

Channel	Fin INT	Action Item/ Performance Measure	Progress Summary From 04/13/01 to 04/27/01	% Complete
19	Schools	6	<p>Educate the foreign school community about SFA program requirements to reduce non-compliance. (Examples of possible efforts include developing a Student Financial Aid Handbook for foreign schools, or providing additional training)</p> <p style="color: green;">There are 487 postsecondary schools in countries outside the United States that participate in the FFEL program. The OIG is developing an SFA audit guide specifically for foreign schools. Scheduled completion is June 2001.</p> <p><u><i>HISTORY</i></u> On schedule. There are 509 postsecondary schools in countries outside the United States that participate in the FFEL Program. Their participation helps Title-IV-eligible students attend schools located outside the United States and receive funding under the FFEL program only. SFA is developing a new publication, the Student Financial Aid Handbook for Foreign Schools. Its purpose is to aid and guide foreign institutions that are participating in the FFEL Program. Scheduled completion is 9/30/2001. The OIG is developing an SFA audit guide specifically for foreign schools. Scheduled completion April 2001. The Foreign Schools Team in the Schools Channel continues to offer specific training to targeted segments on the electronic application to participate, Title IV requirements, and debt management counseling for students.</p>	50%

APPENDIX

Channel	Fin INT	Action Item/ Performance Measure	Progress Summary From 04/13/01 to 04/27/01	% Complete
20	Schools	7	<p>Create a process that would prevent students from being able to falsify enrollment at foreign institutions by implementing a pilot program with the national student loan clearinghouse to better track student enrollment at foreign schools. Based on the effectiveness of the pilot program expand the initiative or identify alternative measures to eliminate falsified enrollment at foreign schools.</p> <p>CMO met with OPE Policy Group on April 10 and presented briefing paper on recommendations for statutory and regulatory changes for foreign school compliance issues. Recommended that we promulgate regulations requiring lenders to verify admission of students before delivering disbursements directly to students. Consider whether to keep current requirement of notice to school by lender that disbursement has been made. 682.207(b)(1)(v)(E).</p> <p><u>HISTORY</u> Letter was sent March 19,2001 to the Clearinghouse requesting that the pilot be continued for another year. Clearinghouse Board has not made a decision on continuing. In spring 2000, ED identified guaranty agency and potential foreign school participants. In July 2000, the National Student Clearinghouse, three guaranty agencies and nine foreign schools began participating. By December, only seven of the nine participating schools had completed one full submission of student enrolling data on the Clearinghouse website. During the Pilot, guaranty agencies were able to conduct pre-disbursement enrollment checks for some loan applications. Non-matches were verified with the school. Because some schools were not able to complete their student enrollment data entry prior to their students submitting loan applications. Some loans were disbursed without verification of student enrollment. For these</p>	50%

APPENDIX

Channel	Fin INT	Action Item/ Performance Measure	Progress Summary From 04/13/01 to 04/27/01	% Complete
			loans, post-disbursement verification was done to verify that the student was enrolled. There are no incentives for the Clearinghouse, the GS's, or the schools to participate in the Pilot. ED sent the Clearinghouse a letter in March 2001 requesting to extend the Pilot for another year and to make minor modifications. A decision from the Clearinghouse Board is pending. ED is also considering regulatory changes to require verification of student enrollment at foreign schools prior to loan disbursement. ED needs to consider GA workload & funding for this task, time zones, hardship on students, and burden on foreign schools.	
21	Schools	8	<p>Make a determination on the initial cohort of recertification applications for all foreign non-medical schools eligible to participate in the FFEL Program.</p> <p style="color: green;">Note number changes in green.</p> <p><u>HISTORY</u> On schedule. March 1997 all foreign schools (823) (836) were reminded that they must be recertified and that an application must be submitted by July 1997. 436 schools did not reply. Of the 387 (400) schools that did reply, most did not timely submit or submit a complete recertification package. All but eight (8) schools have been recertified and approx. 100 have been reinstated. There are currently 509 (487) foreign schools participating in the FFEL program only, which funds approx. 12,500 students annually at just over \$214 million. The average default rate for foreign schools is 2.6%. Most schools are public and private nonprofit and receive less than \$100,000 annually (335 schools almost 70%) with the FFEL funds being disbursed directly to</p>	50%

APPENDIX

Channel	Fin INT	Action Item/ Performance Measure	Progress Summary From 04/13/01 to 04/27/01	% Complete
			<p>the students in one payment. Foreign educational systems are different from domestic and it is difficult to apply domestic rules to foreign systems. Communications are a challenge due to high turnover at the institution regarding who is responsible for administering the FFEL program. Usually no Financial Aid Administrator exists, because other countries are not awarding financial aid or the country itself administers the entire program (e.g.: UK has a new loan program that is totally run by the government). Requesting statutory relief for public and private nonprofit schools receiving under \$300,000 for submitting an annual compliance audit, similar to A-133 audits for domestic public and private nonprofits. Currently only 71 schools receive \$300,000 or greater. Requesting statutory relief in using the ECFMG pass rates for foreign medical schools (50 schools required to submit this data). These schools can only receive the ECFMG data if the student permits it and this testing includes an English test. SFA will suggest using LCME data instead, but rates will be lower than 60% receiving passing score (according to IG audit 40% received LCME passing scores in 1998). The IG is currently clarifying its SFA compliance audit guide to more specifically address foreign schools issues.</p>	

APPENDIX

Channel	Fin INT	Action Item/ Performance Measure	Progress Summary From 04/13/01 to 04/27/01	% Complete
22	Schools	9	<p>Keep the cohort default rate under 8%. Based on the "Fall Repayment Symposium," establish a program and multi-year goals to further reduce the cohort and lifetime default rates.</p> <p>NO CHANGE</p> <p><u><i>HISTORY</i></u> On schedule. The national student loan default rate of 6.9% in FY98 is less than a third of the peak rate of 22.4% in FY90. FY99 national student loan default rate will be issued in September 2001. In October 2000, SFA sponsored a Student Loan Repayment Symposium, attended by the best in the business (a cross-section of SFA, Schools, Lenders, GAs, Secondary Markets) to continue to examine and share best practices to further reduce student loan defaults. Provide cohort default rate presentations at the following venues: Electronic access conference (in conjunction with NSLDA)-Nov/Dec 2000. Southern Association of Financial Aid Administrators-February 2001. Direct Loan Conference-March 2001. Identified schools (approximately 250) that may need technical assistance and refer these schools to Direct Loan School Relations and Case Management Teams for technical assistance. FY99 draft cohort default rates were calculated in January 01. Based on the draft data it appears that we will meet our goal of keeping the default rate under 8%. Made presentations at the EAC and SASFAA. Provided draft data to reviewers for additional information during technical assistance reviews. Will participate in an upcoming Default Day sponsored by CMO and DL School Relations. As a follow up to the Student Loan Repayment Symposium, DM staff</p>	50%

APPENDIX

	Channel	Fin INT	Action Item/ Performance Measure	Progress Summary From 04/13/01 to 04/27/01	% Complete
				will present at the Virginia Assoc. of Student Financial Aid Administrators in May 2001. Member of Default Reduction Team - reconstituted team which will continue where symposium left off.	
23	Schools		Provide each school with single SFA point of contact: a place they can always call to get their questions answered.	COMPLETED	100%
24	Schools		Release version 1 of the School Portal. This version will, for the first time, bring all our services together through a master web page, configurable by each user to their priorities.	COMPLETED Version 1 was released on March 7, 2001 at the DL Conference in Houston, TX.	100%
25	Schools		Release version 2 of School Portal. This version will provide increased personalization, links to operating websites, query and downloading of available data, and a consolidated Title IV-wide event calendar.	Schools Portal version 2.0 – Postponed until FY 02 due to funding restraints. <u>HISTORY</u> Still gathering requirements.	10%

APPENDIX

	Channel	Fin INT	Action Item/ Performance Measure	Progress Summary From 04/13/01 to 04/27/01	% Complete
26	Schools		Choose operating partners to assist in building a common business process and system for aid-origination and disbursement for Pell Grants, Campus-Based Programs and Direct Loans. Establish performance measures for the completed system.	<p style="color: green;">On schedule as of 4-27-01. Modernization Partner and SFA are working on the performance measures and the shared-in-saving.</p> <p><u>HISTORY</u> Change completion date to 5/31/01 since shared-in-savings deal is still being developed, and it will contain the final performance measures.</p>	50%
27	Schools		Assess the current systems maintaining school information and related functional requirements. Develop and implement a strategy for creating a single "system" of unduplicated school data.	<p style="color: green;">Phase 1 complete.</p> <p><u>HISTORY</u> Phase 1 nearly complete.</p>	100%
28	Schools		Complete 96% of reimbursement requests within 30 days.	<p style="color: green;">NO CHANGE</p> <p><u>HISTORY</u> Exceeding standard. For FY 2001 year to 3/30/01, 98.9% of reimbursement requests have been processed within 30 days of Receipt. Exceeding standard. For FY 2001 year to 4/13/01, 98.8% of reimbursement requests have been processed within 30 days of Receipt.</p>	Exceeding Standard

APPENDIX

Channel	Fin INT	Action Item/ Performance Measure	Progress Summary From 04/13/01 to 04/27/01	% Complete
29	Schools	10	<p>Develop action plans for at least 90% of the schools on reimbursement. The action plans will spell out how and when schools will eliminate the issues that led to the reimbursement action.</p> <p>The Case Management Teams are continuing to provide technical assistance and to closely monitor the institutions. As a result of the teams continued efforts to work with the institutions, one institution (Southeastern University in Washington, D.C.) was removed from reimbursement after 11 years and was returned to advance pay on April 12, 2001. In addition, we have placed two schools on reimbursement/cash monitoring for the following reasons: West Side Institute Technology in Cleveland, OH was placed on Heightened Cash Monitoring II (HCM-2) for the school's failure to renew a 10% Letter of Credit (LOC); and Comair Aviation Academy in Sanford, FL was placed on reimbursement for an open program review with serious deficiencies.</p> <p><u><i>HISTORY</i></u> On schedule. From October 2000 through March 2001, the Department of Education reduced the number of schools on the reimbursement or cash monitoring payment method from 73 to 67 (two schools were deemed ineligible for participation in the SFA programs and four schools were returned to advance payment method). Schools are transferred continuously to the reimbursement/cash monitoring method of payment, particularly for financial responsibility. "the reason and number of schools on reimbursement are as follows: financial responsibility (10); settlement agreements (4); termination/revocation of eligibility (4); closed</p>	50%

APPENDIX

	Channel	Fin INT	Action Item/ Performance Measure	Progress Summary From 04/13/01 to 04/27/01	% Complete
				schools (2); cash monitoring (11); default rate (2); severe program review (9); reimbursement (22); late audit (1); OIG investigation (1); and Direct Loan funding reconciliation (1). SFA developed action plans for at least 90% of the schools on reimbursement. The action plans specify when the schools will eliminate the issues that led to the reimbursement or cash monitoring action. While the Department will continue to monitor most of the institutions on the reimbursement or cash monitoring payment method due to settlement agreements or other programmatic conditions, the Department has pending actions with ESS College of Business in Dallas, TX due to an ongoing OIG investigation.	
30	Schools	11	Resolve 93% of school audits within six month of receipt.	<p style="color: green;">For the period 3-18 to 3-31, 93% of school audits were resolved within 6 months of receipt. For the period 4-1 to 4-15, 100% of school audits were resolved within 6 months of receipt. Year-to-date average is 93%.</p> <p><u>HISTORY</u> Exceed standard. For the period 3/04/2001 to 3/17/2001, 96% of the school audits were resolved within 6 months of receipt.</p>	Exceeding Standard
31	Schools		Process 98% of the Direct Loan origination and disbursement records within two days. The current baseline is three days.	<p style="color: green;">NO CHANGE</p> <p><u>HISTORY</u> Oct 99.95%, Nov 85.52%, Dec 99.98%, Jan 99.96%, Feb 92.88%, Mar 99.96%. The February percentage was below the standard, as a result of the 2001/2002 software implementation on 2/19, but we recovered for March.</p>	Exceeding Standard

APPENDIX

	Channel	Fin INT	Action Item/ Performance Measure	Progress Summary From 04/13/01 to 04/27/01	% Complete
32	Schools		Process 98% of the Pell funding requests from RFMS receipt through GAPS within 24-36 hours so that funds are available for school drawdown within five days.	<p style="color: green;">NO CHANGE</p> <p style="color: red;"><u>HISTORY</u> BELOW STANDARD.</p> <p>For the two-week period March 11 through March 24: 55% of the disbursement batches were processed within RFMS and made available to GAPS within 36 hours. 74% were processed within RFMS and made available to GAPS within 48 hours. 87% were processed within RFMS and made available to GAPS within 72 hours. Maximum processing time (1 batch) from TIVWAN through RFMS to GAPS was 288 hours. There were a total of 9214 batches of school level disbursement requests sent to GAPS during the reporting period. The batches represent over 435,000 individual student level disbursement records processed through RFMS to GAPS. What we are doing to meet the 98% standard: 1) CSC and ACS have completed performance tuning analysis and are developing a schedule of improvements that will devote additional CPU and other resources to processing production data; 2) ACS has optimized table structures and computer programs to increase processing throughout; 3) Replacing the Oracle Financials COTS subledger with the Oracle Financials COTS.</p>	Below Standard
33	Schools		Replatform and migrate the Campus-Based System to a relational database for use in the 2001-2002 FISAP filing.	<p style="color: green;">On schedule as of 4-27-01</p> <p style="color: red;"><u>HISTORY</u> Conducted UAL Requirements Validation meeting on 12/28/00. eCampus-Based: Redesign</p>	10%

APPENDIX

	Channel	Fin INT	Action Item/ Performance Measure	Progress Summary From 04/13/01 to 04/27/01	% Complete
				the CB system on an Oracle platform with web interfaces for the schools & SFA (DC & regional) staff. Phase I: Requirements & design to be completed 1/31/01. Phase I completed on time & under budget. Deliverables currently under review. Phases II & III to begin if IRB approves funding. Phase II: School web interface to be completed by 9/5/01. Phase III: SFA interface & 'back-end' system redesigned to be completed ~12/15/01. Expanding on project plans for Phases II & III. On schedule as of 4/13/01.	
34	Schools		Provide Direct Loan schools with results of PLUS loan credit checks within two days. Current standard is five days.	NO CHANGE. <i><u>HISTORY</u></i> In February, 47.8% of PLUS credit checks were provided in two days or less. In March that improved to 100% of PLUS credit checks being provided in two days or less.	Exceeding Standard
35	Schools		Eliminate the Mid-Term Financial Aid Transcripts	Under development at NSLDS.	10%
36	Schools		Take whatever actions necessary to maintain the viability and competitiveness of the Direct Loan Program.	NO REPORT	

APPENDIX

	Channel	Fin INT	Action Item/ Performance Measure	Progress Summary From 04/13/01 to 04/27/01	% Complete
37	Schools		Provide Direct Loan schools with results of on-line entrance counseling electronically, eliminating the need for borrowers to print results and provide to schools.	COMPLETED	100%
38	Financial Partners	12	Based on the "Fall Repayment Symposium," establish a program and multi-year goals to further reduce the cohort and lifetime default rates.	Core team has been established. 90% of members are external to ED. Assignments offered and voluntarily accepted. Development has begun through eight sub-teams led by professionals from various sectors of the higher education community, each assigned one of the eight stages of the loan life cycle. Advance awareness of student aid, financial responsibility education, student aid packaging, enhancing the in-school experience, preparation for departure, grace period communication, planning for repayment, and delinquency/default prevention and recovery. Conference calls are held bi-weekly and progress is shared via website loading of information for all members to review and comment. On schedule for June 30, 2001.	5%
39	Financial Partners		Establish Web portal for Financial Partners to provide one stop access to SFA services and information.	NO CHANGE	

APPENDIX

	Channel	Fin INT	Action Item/ Performance Measure	Progress Summary From 04/13/01 to 04/27/01	% Complete
40	Financial Partners		Design and implement improvements to the core business functions including electronic business-to-business solutions for lender submission of payment forms.	NO CHANGE	
41	Financial Partners		Implement and monitor at least four voluntary flexible agreements for program participation. Launch all four no later than March 2001.	NO CHANGE <i><u>HISTORY</u></i> All four voluntary flexible agreements have been implemented. Monitoring continues.	
42	Financial Partners		Submit a report to Congress on the viability of expanding the VFA "pilot".	NO CHANGE	
43	Financial Partners	13	Augment the continuing campaign to eliminate false death and disability claims-- begun in early 2000 by tightening review controls on diagnostic information and original signatures --by implementing a centralized processing pilot project in January, 2001 in concert with four Guaranty Agencies. Pilot will improve the review procedure and permit post submission analysis to identify potentially fraudulent claims for immediate action.	Rescheduled for implementation on May 1, 2001 because guaranty agencies (volunteers in Pilot Project) wished to wait until all preparations are complete to meet requirements of new regulations published November 2, 2000. Final system changes are in place at the centralized processor – ECMC. ECMC will accept the referred death and disability discharges directly from the guaranty agencies. USAF, NSLP (Nebraska) , Texas and Oklahoma are on board as participants.	95%

APPENDIX

	Channel	Fin INT	Action Item/ Performance Measure	Progress Summary From 04/13/01 to 04/27/01	% Complete
44	Financial Partners	14	Conduct and complete investigative analysis on the remaining 1,300 discharges identified from the IG audit by March 31, 2001. These 1,300 - after extensive credit bureau screening - reflect financial attributes which the credit industry considers reflective of lifestyles contrary to that of an individual suffering from a permanent and total disability.	Analysis complete. Final SFA/Financial Partners Report issued 4-4-01. Findings include more concrete evidence of fraud and abuse that SFA will ask the IG to investigate on a case by case basis. Evidence points to intentional fraud, though not as common as IG's initial report alleged, that does challenge the integrity of the FFEL program. Eventual centralized processing of death and disability claims is expected to greatly reduce the potential for such illegalities.	95%
45	Financial Partners		Retire the FFEL System (Phase I).	NO CHANGE	
46	Financial Partners		Create the Data Mart (Phase I).	NO CHANGE	
47	CIO		Provide continued support to Channels for the design and development of Modernization Projects by achieving 90 percent of the annual major modernization milestones that have been approved by the Information Technology Investment Review Board. (See Sequencing Plan summarized in the Appendix of the Modernization Blueprint).	Specific milestones to date have been met.	

APPENDIX

	Channel	Fin INT	Action Item/ Performance Measure	Progress Summary From 04/13/01 to 04/27/01	% Complete
48	CIO		Develop and implement an infrastructure, and the necessary tools, to support a standard branding view of all SFA data.	Infrastructure tasks have been funded and are proceeding as planned.	
49	CIO		Reduce overall volume-adjusted operating costs for systems migrated to the consolidated data center by five percent.	Contract Transformation proposal for mainframes received.	
50	CIO		Convert partner interfaces from a private network to the Internet.	Completion date scheduled for 12-18-01. <i>HISTORY DELAYED</i> In order to accommodate schools' desire for gradual adoption during the fall peak season, the largest 1000 schools will be able to use the internet interface by September 30, 2001. The remaining 6000 plus schools will be online by December 18, 2001.	
51	CIO		Use data warehousing to provide information to support management reporting, trend analysis, and other assessment functions (Phase I).	A task plan is being communicated through the IRB for release of approved funds and start of work.	
52	CIO		Build the enterprise technical architecture including Middleware.	The software has been installed and the connectivity is connected.	

APPENDIX

	Channel	Fin INT	Action Item/ Performance Measure	Progress Summary From 04/13/01 to 04/27/01	% Complete
53	CIO	15	Enhance the security infrastructure based upon the framework and policies developed in FY 2000.	<p style="color: green;">NO CHANGE</p> <p style="color: red;"><u>HISTORY</u></p> <p>To achieve this measure, SFA will analyze security infrastructure to create a preliminary cost-benefit business case. Infrastructure needs will be communicated to business units, and agreement about specific results will be obtained and provided to them. Funding will be obtained for the package of target results and a detailed action plan will be created, and the plan will be implemented according to milestones therein.</p>	
54	CIO		Implement configuration management for SFA initiatives.	<p style="color: green;">NO CHANGE</p> <p style="color: red;"><u>HISTORY</u></p> <p>To achieve this measure, configuration management practice and methods will be introduced to IPTs.</p>	
55	CIO		Complete the IT policies and procedures manual including architectures, software engineering standards, privacy and security, systems development life cycle and configuration management.	<p>The final version of the SDLC was inserted in the Technology Handbook. The road show presentation and deployment plan were finalized. QA/IV&V standards are complete.</p>	
56	CIO		Test new technology and business processes by implementing three Electronic ID processes with customers, external partners and/or employees.	<p>On track. Outreach with FFEL community and NCS on PIN site interface during week of March 12.</p>	

APPENDIX

	Channel	Fin INT	Action Item/ Performance Measure	Progress Summary From 04/13/01 to 04/27/01	% Complete
57	CIO		Complete the migration of the Direct Loan Servicing System to the Virtual Data Center.	PROJECT DROPPED	PROJECT DROPPED
58	CIO		Define and Publish Application Program Interface (API) Standards for all technical services and some business services (e.g. CPS) for third party software developers and Financial Partners.	NO REPORT	
59	CIO		Develop the Enterprise Solution for electronic signature which includes the technology, processes and regulatory changes needed.	Funding still not approved, though SFA and Modernization Partner have agreed on approach for first phase. Possibility of share-in-savings.	
60	CFO	16	Demonstrate enhanced SFA financial management through new IT systems, improved processes, more experienced professional staff, stronger internal controls, and robust financial reports.	Audit Management: For the fiscal year to date, have resolved 5 of 6 internal audits received; closed 8 of 18 open audits, and completed 22 of 34 open recommendations. Asset Management Controls: To address audit recommendations regarding discrepancies in SFA's asset inventory, we are conducting a physical inventory of all CFO IT assets and overseeing an SFA-wide physical inventory; updating the Asset Management Database for CFO inventory and overseeing the update of the Asset Management Database for SFA-wide inventory; and provided asset management database training to Channels and Enterprise offices as necessary. We also established policies and procedures to enhance internal controls of SFA Asset Management to	52%

APPENDIX

Channel	Fin INT	Action Item/ Performance Measure	Progress Summary From 04/13/01 to 04/27/01	% Complete
			prevent fraud, theft, and waste, which include: implementing a centralized procurement process for non-consumable IT merchandise and centralized receiving of procured IT merchandise; and we have separated procurement and receiving functions. We are in compliance with all standards set by ED, the OCIO Product Support Plan, IT Product Buying Guide, SFA Purchasing Handbook, and SFA Modernization Blueprint. Credit Card Controls: Issued SFA Purchasing Handbook. The information has also been posted on the DFO web page. Controls on Third-Party Checks: SFA Administration has implemented internal controls in response to the IG audit titled, "Results of the OIG Review of SFA's Internal Controls Over the Procurement of Goods and Services Using Third Party Drafts and Purchase cards." The CFO is also moving to eliminate third party checks and utilize EFT. Travel Controls: Provided numerous travel training sessions for HQ personnel and for administrative staff who process travel vouchers. Published and provided travel guidance and an SFA Travel Handbook on SFA's intranet. Currently working with ED on a new travel management system, called "Travel Manager."	
61	CFO	17	Provide full accounting capability for all SFA programs through implementation of the Financial Management System using Oracle Federal Financial	52%

APPENDIX

	Channel	Fin INT	Action Item/ Performance Measure	Progress Summary From 04/13/01 to 04/27/01	% Complete
			products.	the application and award process for the LEAPP/SLEAPP program. The first release has resulted in fully automating the LEAPP/SLEAPP application process and has eliminated the need for the paper application.	
62	CFO	18	Obtain an unqualified opinion on the FY 00 SFA financial statement audit.	UNMET	
63	CFO	19	Enhance the SFA-wide activity-based costing module with our FMS and CFO data-mart to track unit costs and provide quarterly managerial reports on core business processes.	The Cost Team has developed a pivot table as a reporting tool. This tool will make the reporting process less cumbersome for primary ABC users. The Cost Team sent out a pivot table to the Channels and Enterprise offices for a validation of reasonableness of FY 2000 cost. The pivot tables show various views of the Channels and Enterprise offices' FY 2000 cost.	52%
64	Communi- cations		Expand SFANet (the SFA Intranet) to make it not only SFA's central communications tool, but THE transaction tool for SFA's internal business--like ordering IT equipment, travel reimbursement forms, etc.	Communications is partnering with CIO to design v.2 of SFANet. A contract has been awarded to ROH, Inc. for technical and content maintenance of the Intranet. We are on track to meet our goal by the end of FY 01.	
65	Communi- cations		Develop and implement a national outreach campaign to promote use of key SFA electronic products, such as FAFSA on the Web and the DL Servicing Web site.	Communications has awarded a contract to Wallen Davidson to create a strategic promotion campaign for SFA's key electronic products.	

APPENDIX

	Channel	Fin INT	Action Item/ Performance Measure	Progress Summary From 04/13/01 to 04/27/01	% Complete
66	SFA University		Design and deliver a course on student aid traditions to all SFA employees by December 15, 2000 that results in a renewed connection with SFA's history and mission, and strong links to the PBO's mission and standards.	COMPLETED	100%
67	SFA University		Design and deliver a course on "SFA Front-to-Back" that will explain all of the steps and processes involved in delivering financial aid. This course will also be offered to our operating partners.	Registration is under way for "SFA Front-to-Back." The course will be offered May 15 through June. At least one session will be offered in each region.	
68	Ombudsman		Implement second generation Ombudsman Case Tracking System (OCTS 2.0) that includes: a. student customer web interface to initiate case and check case studies b. assignment manager to distribute case work c. scripting for intake and case evaluation d. knowledge base of SFA policy and previous OCTS case results e. ad hoc reporting capabilities	All milestones are on target, with the exception of the System giving customers interface capability for checking case status. We won't be able to have that capability without a product upgrade and significant systems security planning. Customers do have access to Ombudsman services via the Web, but full implementation of web interface depends on system upgrade.	

APPENDIX

	Channel	Fin INT	Action Item/ Performance Measure	Progress Summary From 04/13/01 to 04/27/01	% Complete
69	Ombudsman		Develop and test feedback loop to give internal and external operating partners individualized quarterly reports of cases specific to their unit.	NO REPORT	
70	Analysis		Develop and implement a research agenda focused on collecting and evaluating program performance.	<p><i>Outcome: Develop a list of research projects that includes statutorily-mandated studies SFA is responsible for conducting, and projects requested by SFA offices. For these research projects, analyze SFA program data to measure the impact of our services and program delivery. Interpret the results of the analyses, develop recommendations for improvements, and prepare written reports for use by SFA managers in strategic planning. As of April 16, the research agenda for 2001 includes:</i></p> <ul style="list-style-type: none"> • Consolidation of Defaulted Loans-requested by CFO to respond to OIG • Mid-year transfer behavior of students-requested by Program Development Division • Cohort Default Rate reduction initiatives-requested by COO. Research completed. Report of best practices published. • NSLDS responsiveness to customers-requested by COO. Research completed. Internal report identifying issues and recommending improvements published. 	

APPENDIX

	Channel	Fin INT	Action Item/ Performance Measure	Progress Summary From 04/13/01 to 04/27/01	% Complete
71	Analysis		Develop and implement a data collection and dissemination process that presents SFA-wide program data in an integrated format to all SFA managers.	Outcome: Biweekly report of enterprise-wide data developed through collaborative efforts with Senior Management and program delivery offices. The report will highlight significant changes in trends and volumes. Based on program trends, Program Analysis will work with managers to develop “triggers” than can be used to flag significant changes in information. The effectiveness of the triggers will be monitored over time. Data to be reported will include program statistics and service delivery information identified as necessary for enterprise-wide strategic planning and monitoring.	
72	Analysis		Implement an electronic, web-based performance measurement system that will help increase visibility of our annual plan to all employees and simplify and automate the bi-weekly reporting process.	COMPLETED	100%
73	Analysis		Pilot individual team-based scorecards.	We are in the process of finalizing the implementation plan and are working towards finalizing the implementation contract. The plan calls for several series of high-level briefings that attempt to identify goals for each of the senior leaders as well as, ensure that the scorecard concept is universally understood. This will be followed by team-based workshops that culminate with the actual development of the team’s scorecard.	5%

APPENDIX

Channel	Fin INT	Action Item/ Performance Measure	Progress Summary From 04/13/01 to 04/27/01	% Complete
74		Simplification of FFELP Lender Due Diligence Regulations: With approval of the Deputy Secretary and after consultation with affected communities, PDD will develop a regulatory simplification proposal for lender participants in the FFEL Program. Specifically, this effort will concentrate on simplifying the "due diligence" requirement for lenders in FFEL. The objective will be to place our lender partners into a performance based environment where results, rather than detailed adherence to a set of rules will be measured.	NO REPORT	

APPENDIX

	Channel	Fin INT	Action Item/ Performance Measure	Progress Summary From 04/13/01 to 04/27/01	% Complete
75	Analysis		Creation of an SFA Policy Guidance Database: PDD, with the assistance from SFA's CIO, will develop, populate, and implement a system for electronic storage and retrieval of published policy guidance relating to the Title IV SFA programs. The database will be available to ED staff for use in performing their functions (i.e., training, oversight, customer support) while also creating an electronic "institutional memory" for the organization.	NO REPORT	
76	SFA HR		Modify procedures to expedite the recruitment process (completion date of 6-30-01)	The Department of Education has started to implement a web-based recruitment application called Quick Hire. Quick Hire automates the federal recruitment process. The implementation of Quick Hire in ED is tentatively scheduled for May, 2001.	
77	SFA HR		Implement new employee incentives and recognition programs that support the performance plan. (completion date 12-31-00)	Changes to the draft SFA Awards and Recognition program are still being made. The latest changes will modify the proposed Partners in Excellence component of the program to make it a team-based award and to synchronize it with the requirements of the Scorecard program. We will meet with the Union on Thursday to discuss the Scorecard program. It is my hope that our meeting will provide some direction on how to proceed with the award program. If the Union	

APPENDIX

Channel	Fin INT	Action Item/ Performance Measure	Progress Summary From 04/13/01 to 04/27/01	% Complete
			<p>accepts the Scorecard program, then we can proceed with a presentation of the SFA Award program to Senior Leadership next week. This relates to SFA's goal of improving employee satisfaction. Incentive programs such as this are directly linked to employee satisfaction, and the development of an SFA Award program was among the recommendations of the CSTF. This also relates to the goal of improving customer satisfaction, because the purpose of an incentive program is to provide recognition to employees for quality performance/service to our customers. Finally, three of the proposed award program components recognize employees for their contributions to the goals of SFA and/or their contributions to SFA's service standards.</p>	
78	SFA HR	<p>Implement SFA Performance Development Process. (completion date of 05-01-01)</p>	<p>The SFA PDP has been redeveloped to address the concerns of SFA Senior Leadership and the Union. We are working much closer with the Union on the program, but a 5-1-01 implementation date for the program is not possible.</p>	

APPENDIX

	Channel	Fin INT	Action Item/ Performance Measure	Progress Summary From 04/13/01 to 04/27/01	% Complete
79	Acquisition and Contracts Performance		Implement a 'Partnership Program' to establish a better working relationship with SFA Operating Partners (OP). - Document OP contribution to our performance plan. - Improve communications between SFA and OP and among OPs. - Integrate OP into our customer support training.	NO REPORT	
80	Acquisition and Contracts Performance		Assume complete responsibility for the management of all SFA contracts, as well as all other acquisition efforts.	COMPLETE	
81	Acquisition and Contracts Performance		Complete adoption of performance measures to appropriate legacy contracts.	NO CHANGE <u>HISTORY</u> Wave II of the contract transition to performance-based is scheduled for the week of May 28 th . The targeted contracts are the Virtual Data Center (VDC) and Direct Loan Servicing (DLS).	40%
82	Acquisition and Contracts Performance		Ensure new contracts include consistent and value-added performance measures.	NO CHANGE <u>HISTORY</u> All new contracts are being awarded with value-added performance measures.	50%

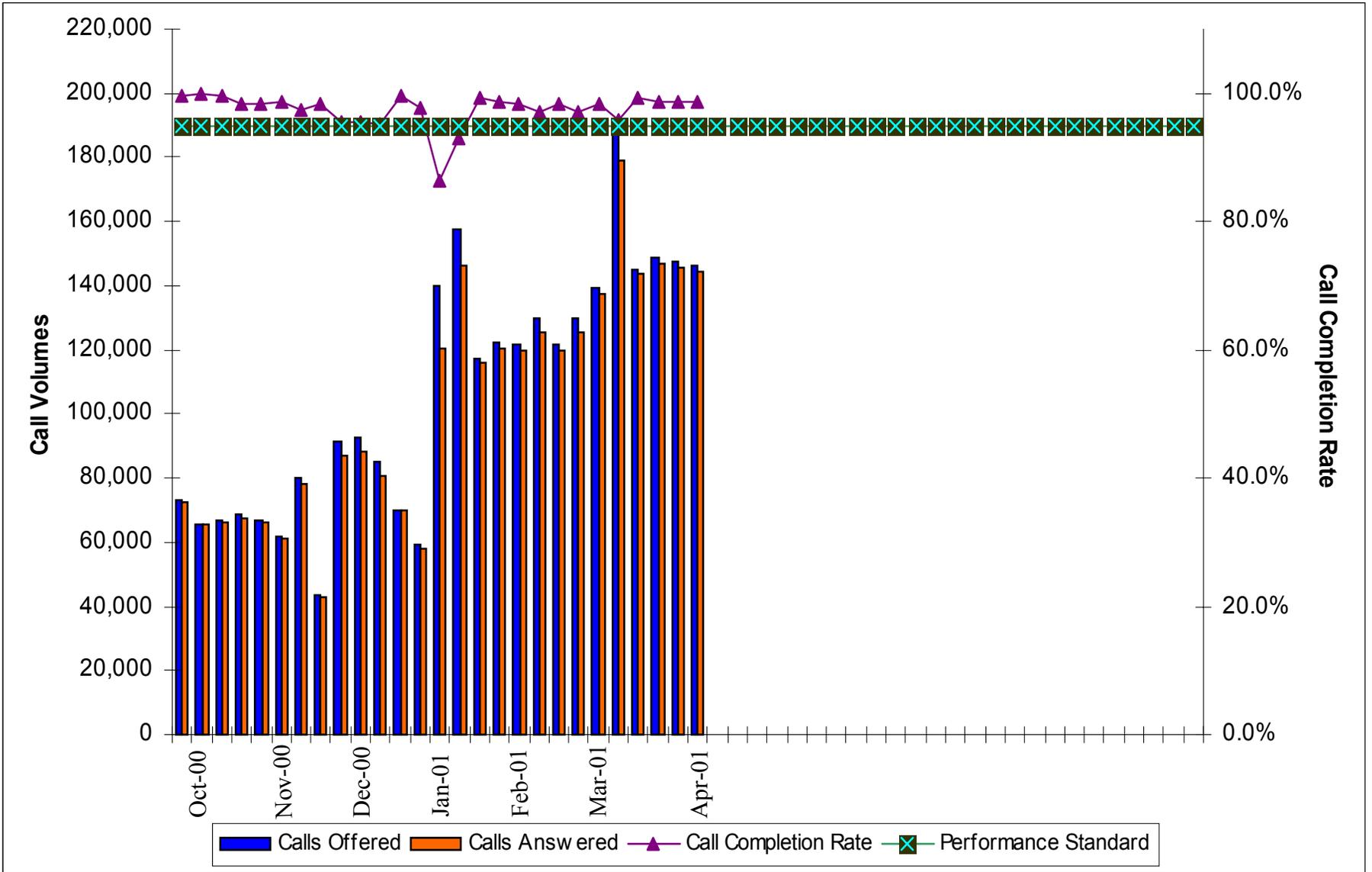
APPENDIX

	Channel	Fin INT	Action Item/ Performance Measure	Progress Summary From 04/13/01 to 04/27/01	% Complete
83	Acquisition and Contracts Performance		Increase participation of small businesses in our contracts and in subcontracts by 5%.	Significantly increased the number of contract awards to small businesses, e.g. conference planning and branding of the new building.	
84	Acquisition and Contracts Performance		Develop an automated contract management system to interface with SFA's FMS.	NO CHANGE <u><i>HISTORY</i></u> In the process of developing contract management module for the SFA's FMS.	40%
85	Acquisition and Contracts Performance		Provide performance-based training on acquisition management to all SFA managers	NO CHANGE <u><i>HISTORY</i></u> Developing performance-based training for SFA leadership and Project/Program staff.	75%
86	SFA wide	20	In order to eliminate costly corrections to printed documents, implement the recommendations of the Document Quality Control Group.	Currently, only technical publications and forms are proofed by the proofreading contractor. To date, a total of 16 technical publications and forms have been proofed by the contractor. This includes items such as the FAFSA, the SFA Handbook, and the EExpress Packaging Training to "Ensuring Student Loan Repayment." <u><i>HISTORY</i></u> Guidelines were developed for SFA publications. An SFA-wide presentation was made to publication "owners" by two proofreading and publication experts. A proofreading contract was implemented with Technical Quality Management, Inc. All SFA publications, in addition to undergoing an improved internal process, are automatically proofread by a professional proofreading organization before	

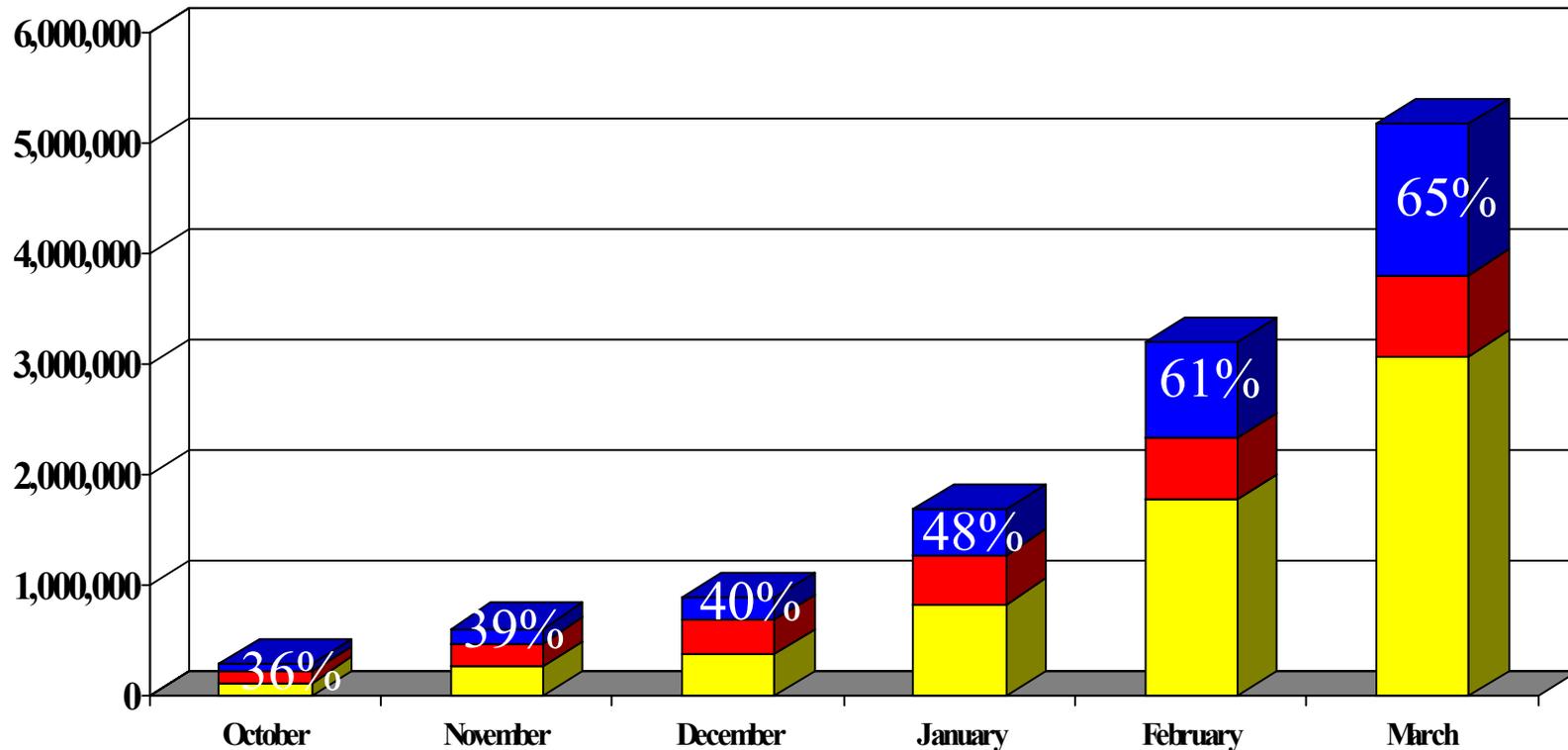
APPENDIX

Channel	Fin INT	Action Item/ Performance Measure	Progress Summary From 04/13/01 to 04/27/01	% Complete
			they are printed.	
87	SFA wide	Test all new products or modules with actual "end-users" to identify all major "bugs" and deficiencies prior to product release.	NO REPORT	

1-800-4FEDAID

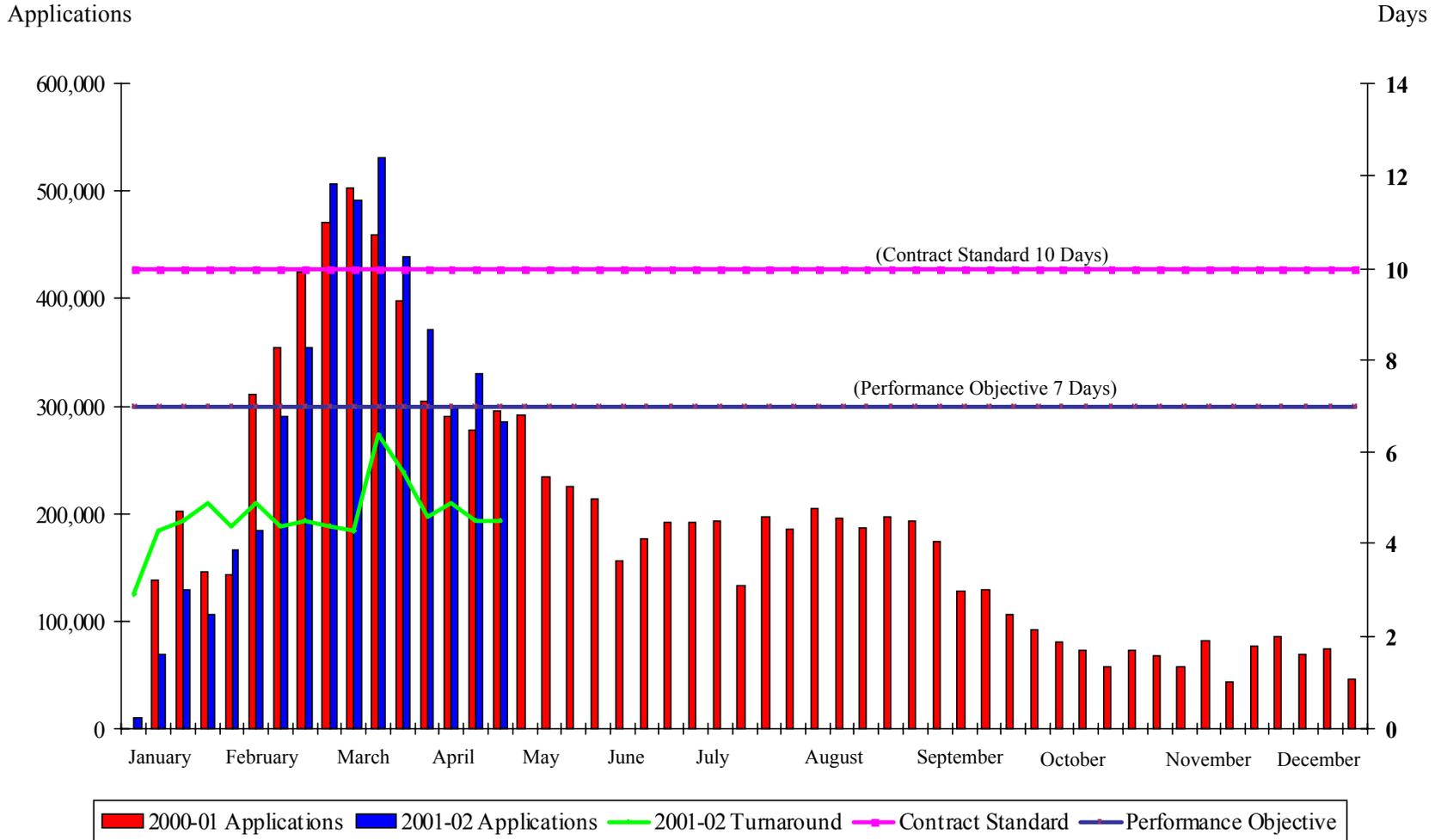


FAFSAs Processed in Fiscal Year 2001

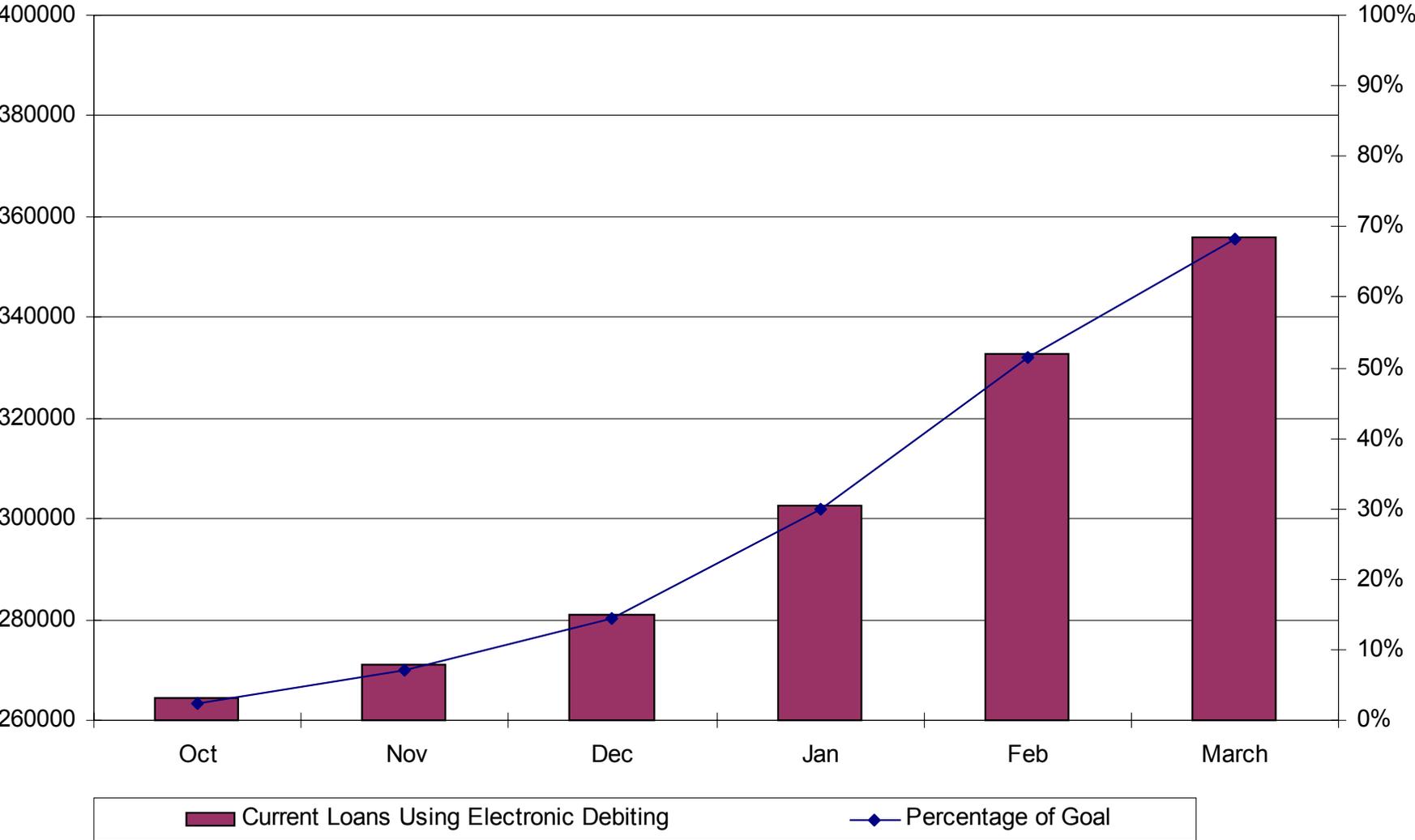


Application Volume and Turnaround

Data as of April 22, 2001

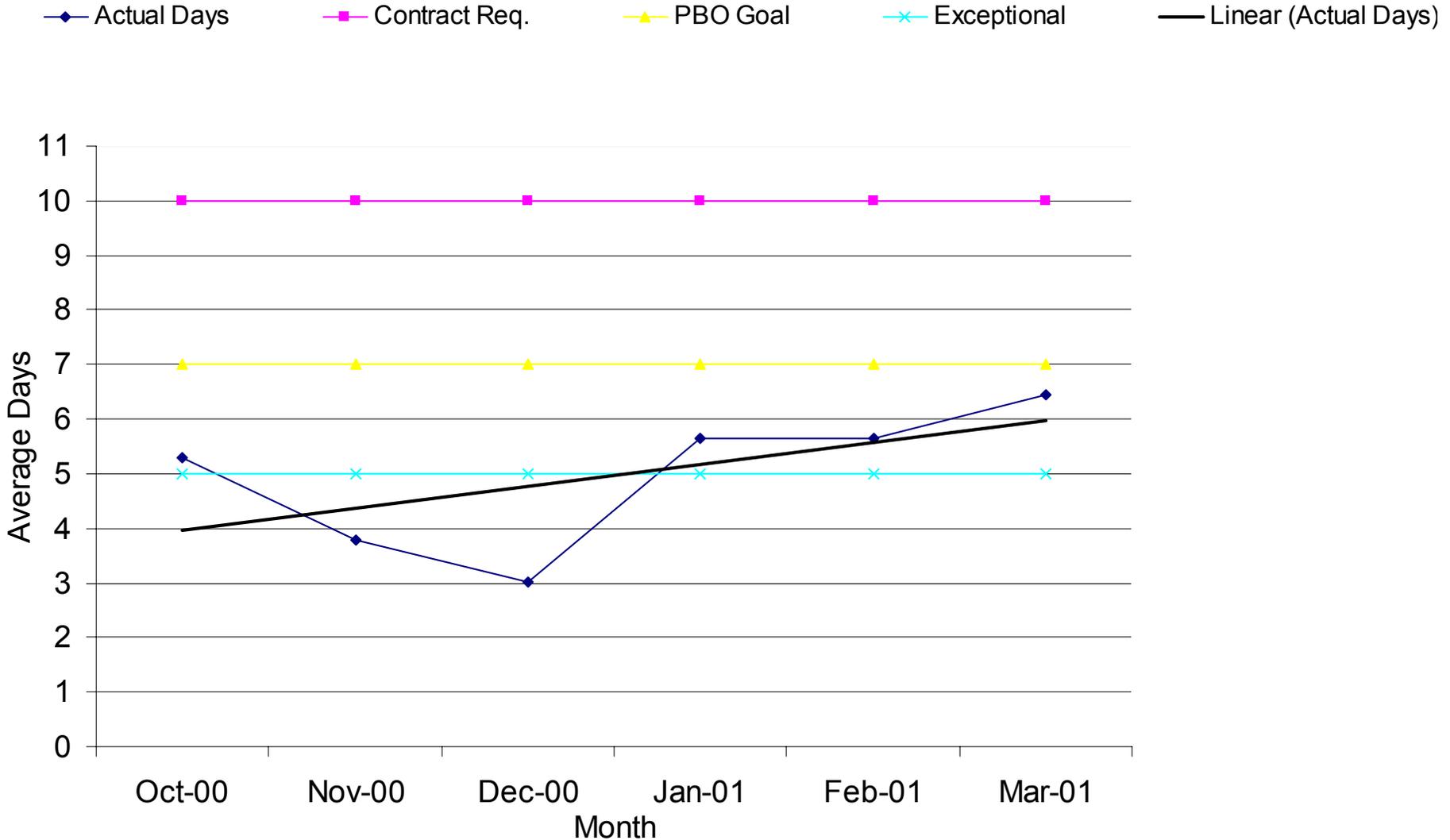


REPAYMENT THROUGH ELECTRONIC DEBITING

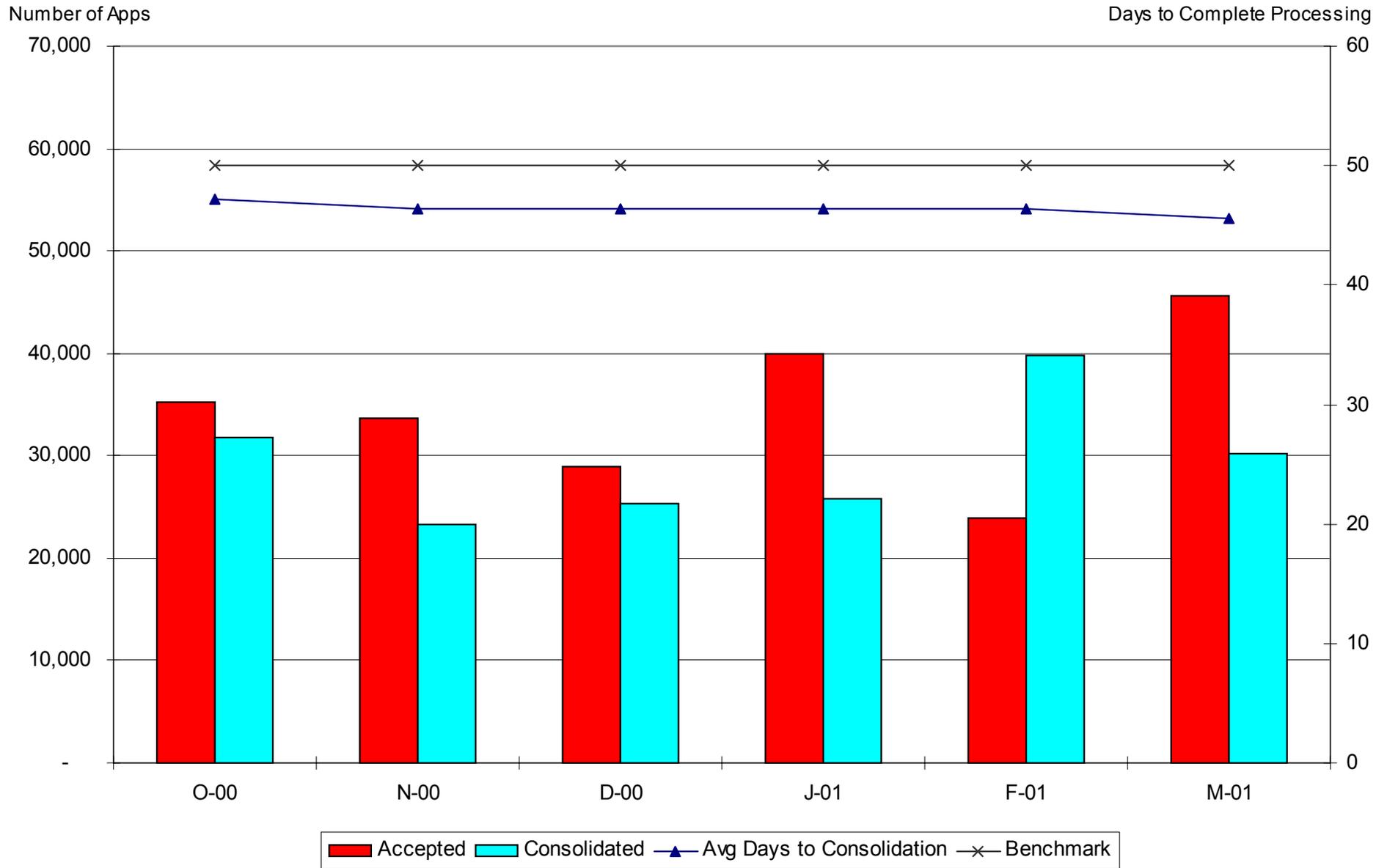


DEFERMENT AND FORBEARANCE REQUESTS

Turn Around Time for Deferments and Forbearances
Average Days

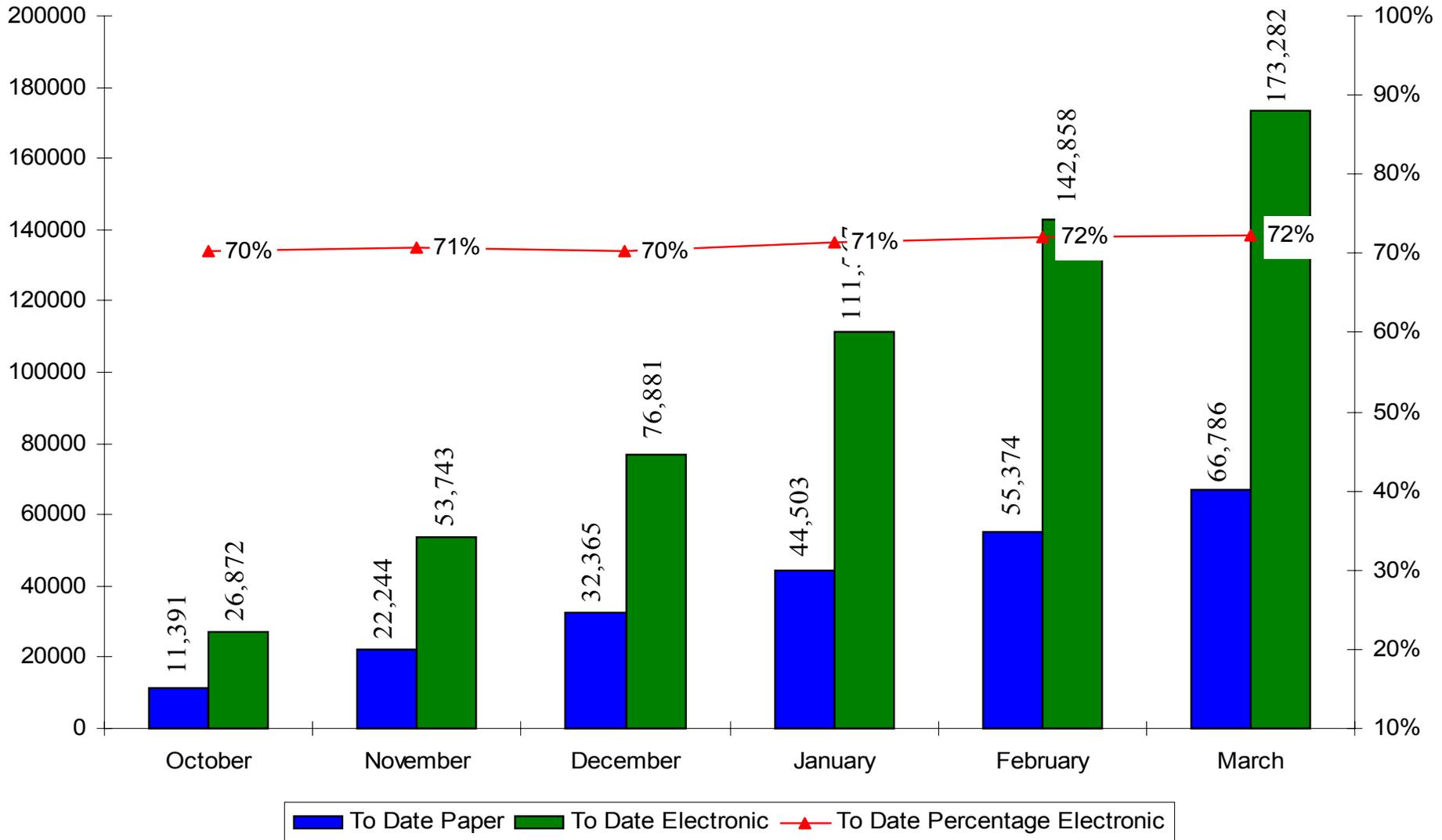


LOAN CONSOLIDATIONS



CONSOLIDATION APPLICATIONS

Cumulative Applications By Type



DEFAULT RECOVERIES

