Bi-Weekly Report as of February 21, 2003

FSA Performance Plan – FY2003

FEDERAL STUDENT AID

SUMMARY

COMPLETED

- All measures for compliance and oversight activities that demonstrate the effectiveness of case management have been defined. The completion of this milestone (11.3.2) contributes to the achievement of Project 11 – Enhance program monitoring and oversight.

- Human Resources received funding approval from the ICP and DSG to add the career-counseling component to FSA Career Zone. This milestone (14.10.1) contributes toward the completion of Project 14 – Develop and/or implement workforce alignment initiatives and actions to support FSA performance goals and One-ED objectives.

GREEN LIGHT

- Systematic notifications related to disbursement to drawdown ratios are back on track and this milestone can be completed by March 31, 2003. This was reported as yellow for two consecutive reporting periods but was upgraded after automation options were revisited. This milestone contributes to Project 9 – Improve school's fund management, reconciliation and closeout processes.

- RFMS and DLOS are on schedule to be retired on September 30, 2003. The new Pell year data will be migrated to COD. An archive strategy for the Direct Loan data and old Pell year data is currently being developed. (Project 9)

YELLOW LIGHT

- CIO has reported several milestones as yellow under Project 16 – Define an enterprise-wide data strategy and high-level implementation approach that addresses the business flow of data across the enterprise, architecture, primary ownership, standards, management, access methods and quality. Due to the late start on this project, there is concern that the milestones may not meet the established deadlines. A request for an extension of the authority to proceed (ATP) for an additional three weeks is pending with Contracts and Acquisitions.

RED LIGHT

- No items were reported in this category.

DATE CHANGE APPROVALS

- No items were reported in this category.

ACTION PLAN STATUS AT A GLANCE

as of February 21, 2003

FSA No.	Indicator	Status
1	Obtain a clean audit opinion on FSA's financial statements	✓
2	Develop and execute an FY03 plan to get off the GAO High Risk List	
3	Reconcile FSA accounts to Department's general ledger within 30 days after month-end close by 9/30/03	
4	Implement the proper accounting structure and appropriate internal controls in all systems impacted by FSA's system integration and technology solution initiatives	
5	Develop trial balance capability for each operating partner (ACS, Raytheon, EDS, COD) to facilitate and expedite the reconciliation process	
6	Address material weaknesses and reportable conditions in audits	✓
7	Implement Form 2000 enhancements needed since original deployment in October 2000	G
8	Determine the scope of the Debt Management Collection System (DMCS) reengineering	
9	Improve school's fund management, reconciliation, and close out processes	G
10	Stabilize the Lender Application Process (LAP) and Lender Reporting System(LaRS)	G
11	Enhance Program Monitoring and Oversight	
12	Develop and standardize an integrated contract management approach that utilizes performance measures that are directly linked to the business case objectives	
13	Create an Enterprise-level dashboard of productivity and performance metrics	G
14	Develop and/or implement workforce alignment (business processes, skills, etc.) initiatives and actions to support FSA performance goals and One-ED objectives	
15	Implement integrated project management oversight for FSA's system integration initiatives	
16	Define an enterprise-wide data strategy and high-level implementation approach that addresses the business flow of data across the enterprise, architecture, primary ownership, standards, management, access methods, and quality	
17	Analyze Personal Identification Number (PIN) issues related to enterprise wide management/architecture strategy	
18	Create an overall FSA integrated security and privacy architecture	
19	Develop and implement initial phases of an enterprise-wide customer service solution that incorporates best-in-business technology and enhanced business processes	
20	Improve the management of student aid through data sharing and consolidating common borrower services and functions	
21	Define strategy for EDExpress reengineering	G
22	Develop an outreach strategy for Aid Awareness in support of OPE and tied to "No Child Left Behind"	
23	Upgrade technology and integrate CPS across the enterprise	
24	Conduct NSLDS Analysis and begin phased implementation of solution	
25	Complete the recommendations outlined in the OIG audit (A07-C001) Audit of Enterprise Architecture, issued September 30, 2002	
26	Evaluate our participation in all events	
27	Implement Master Promissory Note for PLUS	G
28	Enhance our cash transaction process to accommodate OCFO procedures	
29	Augment Leveraging Educational Assistance Partnerships (LEAP)/Supplemental Leveraging Educational Assistance Partnership (SLEAP) module in FMS to enable direct electronic data exchange with GAPS and enhance the operational abilities	
30	Obtain a clean financial opinion for ED through: improving FMS internal processes, programs, controls; supporting reconciliation activities between. FSA Operating Partners, FMS, FMSS, GAPS and Treasury; provide integration with FSA reengineered systems; and perform upgrade analysis and implementation of Oracle Federal Financials Release 11i	
31	Support ED, customers and business partners by participating in the President's Management Agenda E-Government initiatives	
32	Develop an automated tool to administer budgetary resources for FSA's programs and to provide management with the data to effectively manage those resources	

Key:

- On Track
- Progress Concerns
- Management Intervention Required
- ✓ Completed

MILESTONE PLAN STATUS AT A GLANCE

as of February 21, 2003

FSA No.	MILESTONE	Status
1	**Obtain a clean audit opinion on FSA's financial statements**	✓
1.1	Work with the Department to obtain a clean audit opinion	
1.2	Work with the Department and auditors to assure full compliance with Federal Financial Managers Improvement Act (FFMIA), Federal Managers Financial Integrity Act (FMFIA), and other laws and regulations	
1.3	Work with the Department to correct all material internal control weaknesses identified in the financial statement audit report	
1.4	Review internal controls in Financial Management System (FMS) to ensure that data is accurate, reliable, available and timely to maintain adequate stewardship and accountability	
1.5	Participate with Budget Services in determining credit reform subsidy estimates	
1.6	Enhance 'Splitter' process in Financial Management System (FMS). Review FMS and Accounting Division Operations processing	
1.7	Assist in the preparation of all Department-wide financial statements	
2	**Develop and execute an FY03 plan to get off the GAO High Risk List**	
2.1	Review GAO Guidance, OMB concerns and FY 2002 High Risk Plan outcomes and status	
2.2	Determine necessary action items for FY 2003 and update plan	
2.3	Validate plan with FSA Senior Leaders, Department Advisors and share with GAO and OIG	
2.4	Finalize plan	
2.5	Demonstrate progress in having implemented corrective measures through improved accountability mechanism assuring addresses necessary reporting requirements for Performance Plan, Department's Strategic Plan, MIT and President's Management Agenda	
2.6	Develop internal communications infrastructure	
2.7	Update plan monthly as necessary	
2.8	Meet with and/or inform GAO and OMB on progress and internal monitoring regularly	
3	**Reconcile FSA accounts to Department's general ledger within 30 days after month-end by 9/30/03**	
3.1	Complete FSA reconciliations for FY03 for all Balance Sheet accounts using Standard General Ledger (SGL)	
3.2	Transition FSA reconciliations to FSA Accounting Division Staff	
3.3	Identify resources and FTE's needed for FY03 reconciliation effort	
3.4	Review current reconciliation process to improve audit trail of data from Operating Partners to FMS to Financial Management System Software (FMSS) and from FMS to/from Grant Administration and Payment System (GAPS)	
3.5	Develop an automated methodology to reconcile cash transactions in FMS to the Treasury banking system	
3.6	Coordinate with OCFO to reconcile all Standard General Ledger (SGL) accounts for FSA appropriations	
3.7	Work with FSA system owners and Operating Partners to research and resolve any reconciling differences	

3.8	Work with FSA system owners and Operating Partners to resolve any systemic issues	
3.9	Enhance FMS to populate all attributes needed for reconciliation	
3.10	Enhance FMS to integrate the transaction ID from GAPS	
4	**Implement the proper accounting structure and appropriate internal controls in all systems impacted by FSA's system integration and technology solution initiatives**	
4.1	Establish board members to include operating and system accountants	
4.2	Establish meeting frequency	
4.3	Develop account validation framework for system development and ongoing certification of accounting and program systems providing financial management data	
4.4	Review all accounting treatment to ensure compliance with Standard General Ledger (SGL) accounting	
4.5	Develop framework for measuring whether the accounting validation is working by performing independent post production validation	
5	**Develop trial balance capability for each operating partner (ACS, Raytheon, EDS, COD) to facilitate and expedite the reconciliation process**	
5.1	Establish a system development workgroup, including ED-OCFO, FSA-CFO, FSA Management and Program Area, Operating Partners, to develop detail requirements specific to each program area	
5.1.1	Review and document each operating system (providing for consistency among and within systems)	
5.2	Develop chart of accounts for each operating partner (sub-accounts is pre-requisite) in FMS	
5.2.1	Develop Trial Balance at each Operating Partner	
5.3	Utilize an automated tool to balance and reconcile all financial transactions received from Operating Partners	
5.4	Work with Operating Partner to balance and reconcile all financial transactions	
5.5	Roll up support balances in Financial Statements	
5.6	Debt Management Collection System (DMCS) complies with FMS subsidiary ledger reconciliation requirements	
6	**Address material weaknesses and reportable conditions in audits**	✓
6.1	Strengthen financial reporting to ensure full compliance with OMB Circular A-123, Management Accountability and Control, and Credit Reform guidance	
6.1.1	Ensure that the newly implemented financial management system supporting FSA's financial management and reporting needs is working effectively and adequately integrated with the Department's general ledger	
6.1.2	Use FMSS to produce a general ledger trial balance at the reporting group level or at a consolidated level	
6.1.3	Identify, research, and correct account differences and validate proper posting	
6.1.4	Minimize use of manual adjustments to correct discrepancies, and maintain sufficient documentation to support accuracy and completeness of adjustments, including their preparation, review and approval	
6.2	Prepare/review quarterly and annual financial statements in accordance with OMB form and content guidance 01-09	

6.2.1	Follow established policies and procedures for preparation of quarterly financial statements, quarterly analysis of trial balance accounts and quarterly reconciliation of feeder systems to FMS and from FMS to FMSS	
6.2.2	Define approaches to corroborate account balances for all significant accounts on a monthly or more frequent basis, as appropriate. Ensure the accuracy of reported account balances	
6.2.3	Maintain sufficient documentation to support differences in the subsidiary records and the general ledger records	
6.2.4	Review trial balances and financial statements for follow up on unnatural balances in financial statements	
6.2.5	Perform proper and timely reconciliation's of financial accounting records. Identify, research, resolve and document reconciliation differences of all significant accounts, both proprietary and budgetary, general ledger (GL) and subsidiary, in a timely manner	
6.2.6	Verify accounting processes for FMS' new Lender Reporting System (LaRS)	
6.2.7	Prepare quarterly Schedule 9 reports for loans receivable	
6.2.8	Use data mining and other approaches to search for duplicate payments and research improper payments that are identified and refine internal controls in response to such efforts	
6.3	With the implementation of Common Origination and Disbursement (COD), remind schools that report Pell and DL disbursement data of the requirement to complete verification of selected students	
6.4	Improve monitoring mechanism to reduce the repeat of prior material weaknesses and reportable conditions	
6.4.1	Review auditor's report on financial statements and participate in the development of plans and actions and milestones to address any outstanding reportable conditions and Management Letter recommendations	
6.4.2	Hold regular meetings to review and discuss status of current actions developed to respond to audit report recommendations	
7	**Implement Form 2000 enhancements needed since original deployment in October 2000**	G
7.1	Gather user comments and requirements	
7.2	Validate and prioritize business requirements/enhancements	
7.3	Separate operational corrective actions identified in 2001 and 2002 from enhancements	
7.4	Define and compile operational and enhancement requirements	
7.5	Add electronic corrections ability	
7.6	Validate processing outcomes through user testing and accounting treatment verification	
7.7	Begin to integrate enhancements in Data Mart Release III build to create integrated view for scorecard and submission reporting	
7.8	Manage work group and Steering Committee for business process corroboration	
8	**Determine the scope of the Debt Management Collection System (DMCS) reengineering**	
8.1	Validate whether to recompete the contract with limited reengineering or pursue increased reengineering through FSA system integration and new technology solution initiatives	
8.2	Commence either a contract recompete or fully reengineering project to redeploy the system	

9	**Improve school's fund management, reconciliation, and close out processes**	G
9.1	Reduce time to deliver funds to schools	G
9.2	Identify improvements and fill gaps in current operational procedures related to reconciliation	G
9.3	Implement systematic notifications and operational procedures related to disbursement to drawdown ratios	G
9.4	Retire Pell's Recipient Financial Management System (RFMS) and the Direct Loan Origination System (DLOS)	G
10	**Stabilize the Lender Application Process (LAP) and Lender Reporting System(LaRS)**	G
10.1	Validate submissions and financial processing through regression testing	
10.2	Verify the full performance functionality of the extensions built in Oracle Financial Management System (FMS)	
10.3	Establish a CFO/Financial Partners operational management and integration work group	
10.4	Check and analyze the quarterly submissions for all quarters in FY03 for accuracy and proper accounting treatment and funding transactions	
10.5	Coordinate submissions, outcomes, remittance processing, and data quality with regional reviews initiative scheduled for FY03	
11	**Enhance Program Monitoring and Oversight**	
11.1	Develop and deliver an Enterprise-wide Program Monitoring Plan	✓
	Student Eligibility	
11.2	**Student Applicant and Disbursement Data**	G
11.2.1	Develop a plan to continue to identify, measure and monitor applicant and payment error	G
11.2.2	Implement Phase I of the plan	
11.2.3	Develop and deliver training to staff on needs analysis, verification and conflicting documentation	G
	School Oversight	
11.3	**Integrate School Information Systems**	
11.3.1	Reengineer and streamline Case Management and Oversight (CMO) business processes to reduce decision making timeframe and achieve increased consistency of outcomes	G
11.3.1.1	Implement electronic audits and financial statements	G
11.3.1.2	Define requirements and conceptual design for workflow tool to facilitate processes (most likely Postsecondary Education Participation System (PEPS) reengineering)	G
11.3.2	Define measures for compliance/ oversight activities to demonstrate the effectiveness of case management including technical assistance	✓
11.3.3	External Training	G
11.3.3.1	Plan, design and build a "100 Series" of basic training for schools	G
11.3.3.2	Develop and deliver a program integrity training for schools through a combination of videoconferences , web-based training, and classroom experiences	G
11.4	**Partner Oversight**	
11.4.1	Enhance the use of available financial partner data by implementing Phase III of the Financial Partners Data Mart	G
11.4.2	Continue enhanced oversight of lenders/servicers and guarantee agencies through improved consistency and risk management tools	G
11.5	**Risk Management and Default Prevention Strategies**	

11.5.1	Demonstrate improved risk management and default prevention strategies	
12	**Develop and standardize an integrated contract management approach that utilizes performance measures that are directly linked to the business case objectives**	
12.1	Standardize approach and processes	
12.2	Provide training and support to all project managers (PMs), Contracting Officer Representatives (CORs), all stakeholders and accountable contract entities on the new process and performance measures that monitor business case expectations/ outcomes against achieved results	
12.3	Pilot process with one project and refine process based upon pilot	
12.4	Implement new process across all projects	
12.5	Establish outcome-based performance measures and framework for FSA and partners to manage performance	
12.5.1	Convene Performance Measures Working Group	
12.5.2	Develop industry best practice framework to manage performance	
12.5.3	Pilot proposed framework on measuring customer interaction	
13	**Create an Enterprise-level dashboard of productivity and performance metrics**	G
13.1	Develop a plan to identify metrics that are auditable, repeatable, can measure the quality of business services and delivery at the aggregate and service delivery level, and are compliant with the Statement of Federal Finance Accounting Concepts and Standards (SFFACS), where appropriate	G
13.2	Implement Phase 1 of this plan	
14	**Develop and/or implement workforce alignment (business processes, skills, etc.) initiatives and actions to support FSA performance goals and One-ED objectives**	
14.1	Begin to align with/participate in One-ED	G G
14.2	Establish organization alignment teams to work across channels to determine/execute the to-be-state	
14.3	Define HR systems requirements and work with ED (Time and Attendance, Retirement)	
14.4	Align functions, unit configuration, and work responsibilities with new system integration and technology solutions	G
14.5	Expand Career Zone (CZ) offerings to include new system and technology solutions	G
14.5.1	Expand Career Zone offering to include Title IV basics - programs, delivery system, negotiated rulemaking. Build and deliver "Partnering for Performance" sessions	G
14.6	Review, update and use the FSA skills catalog	
14.6.1	Review and update FSA skills catalog	
14.6.2	Conduct gap analyses based on skills catalog (business units TBD)	
14.6.3	Provide learning opportunities to fill skills gaps	
14.7	Develop learning track for case management teams	G
14.7.1	Conduct research and analysis of skills needed to perform specific jobs	G
14.7.2	Create the curriculum, focusing on "data driven" approach	G
14.7.3	Conduct skills assessment	G
14.7.4	Provide learning options to fill gaps	G
14.8	Align Manager Excellence Training to focus on Performance and Accountability	G

14.9	Assess the feasibility of implementing web-based Performance Management Process (PMP) that incorporates Education Department Performance Appraisal System (EDPAS) and Individual Develop Plan (IDP)	
14.10	Add the career counseling component to FSA Career Zone	
14.10.1	Obtain adequate funding	✓
14.10.2	Determine the order of magnitude of the impacted employees	
14.10.3	Identify relevant employee support needs	
14.10.4	Work with Acquisitions and Contract Performance (ACP) to develop Statement of Work (SOW) and the feasibility of interagency agreements.	
14.10.5	Award contract	
14.10.6	Develop/execute communications plan	
14.11	Ensure availability of physical space for service providers	
15	**Implement integrated project management oversight for FSA's system integration initiatives**	
15.1	Provide program management support for FSA system integration and new technology solution initiatives	
15.1.1	Issue a task order under the Modernization Partner Contract to ensure continued support for integration, leadership, direction setting, reporting and contract/subcontract management	
15.2	Formalize FSA Integration Group	✓
16	**Define an enterprise-wide data strategy and high-level implementation approach that addresses the business flow of data across the enterprise, architecture, primary ownership, standards, management, access methods, and quality**	
16.1	Identify the strategic focus areas necessary to develop a cohesive enterprise-wide data strategy	Y
16.2	Collaborate with all internal Department stakeholders and external stakeholders to identify business needs and requirements with respect to the data provided to FSA by others, provided by FSA to others, and managed by FSA	Y G
16.2.1	Map the current state and future state business flow of data, as applicable, across the enterprise	Y G
16.2.1.1	Inventory legacy/operational data, including different databases and data stores, to identify redundancy	Y G
16.2.1.2	Determine where business data should be integrated	Y G
16.2.2	Develop requirements and initial design for Common Identifiers for School and Students.	
16.3	Determine Current Data Quality and Establish Target State Plan and Quality Assurance Process	Y
16.3.1	Evaluate and identify data quality problems and identify correct source of data	Y
16.3.2	Develop a data cleansing plan based on cost, value and urgency	Y
16.3.3	Develop and administer a data quality process which ensures the FSA projects implement enterprise data standards and quality standards	Y
16.3.4	Establish an FSA data quality committee comprised of both business and technical subject matter experts to ensure that enterprise data standards are addressed within each project	Y
16.4	Develop and enterprise-wide extensible markup language (XML) Technical Architecture Framework to enhance data sharing and standardization with our external customers	Y

16.4.1	Develop an XML framework including: and FSA XML Vision, XML standards, governance process, methodology, XML technical core components, sector libraries, and schemas	Y
16.4.2	Develop and integrated sequencing plan that identifies when and how each initiative will implement the XML framework as part of an overall enterprise data integration plan	Y
16.4.3	Establish Common Record XML format	Y
16.4.4	Identify initial requirements and initial design for XML Institutional Student Information Report (ISIR)	Y
16.4.5	Complete development activities to implement XML for ISIR for 2004-05	
16.5	Develop integrated Data warehouse and data mart strategy	Y
16.5.1	Develop Data Warehouse and Data Mart Vision	Y
16.5.2	Develop Data Warehouse and Data Mart Framework	Y
16.5.3	Develop technical standards and guidelines	Y
16.5.4	Develop a strategy for enterprise wide data sharing and distribution (data storage, management and access rights)	Y
16.6	Develop technical standards, conventions, and data management guidelines	Y
16.7	Review Security and Privacy Procedures and revise as necessary	Y
16.8	Develop an enterprise web services/portal strategy	
17	**Analyze Personal Identification Number (PIN) issues related to enterprise wide management/architecture strategy**	
18	**Create an overall FSA integrated security and privacy architecture**	
18.1	Convene FSA security and privacy architecture working group and provide support for meetings and deliberations	
18.2	Review past work plan and update the plan with the latest business and technical developments that are applicable	
18.3	Integrate FSA needs with Departmental and government wide initiatives (e.g. Critical Infrastructure Protection, Enterprise Architecture, eAuthentication, etc.)	
18.4	Recommend technical approaches to each of the security services (e.g., encryption, authentication, etc.) required by FSA (and partner organizations)	G
18.5	Identify and estimate the cost of all FSA projects that will require modification to fit within the proposed enterprise security/privacy standards	G
18.6	Implement one or more proof-of-concept infrastructure improvements, with specific intention to develop an identity management infrastructure (enrollment, use of school or lender XML identity credentials, Single Sign-On) to support business-facing (school/lender/GA, not Personal Identification Number-based (PIN-based) student/borrower) applications	G

Appendix A - Project Status Report

Priority#	Channel	Action Item	Status Date	Progress Summary	% Complete
1	**CFO**	*Obtain a clean audit opinion on FSA's financial statements*			
Green					
			2/11/2003	Both the Department and FSA received a clean opinion on the FY'02 audit. Multiple action plans and efforts will be put into place during FY'03 to improve our processes, analysis and reconciliations to enhance our probability of receiving a clean audit in FY'03.	100
			2/11/2003	Corrective action plans for findings of material weaknesses and internal control issues are due in 60 days. First quarter financial statements are due to CFO Monday, February for review and analysis. These statements are due to OMB by February 15th.	100
			1/27/2003	Clean audit opinion was rendered on 1/27/03	100
			1/10/2003	Currently working with OCFO to achieve clean audit opinion. Ernest & Young (auditors) has delivered the official draft reports to the Office of Inspector General (OIG) for review. OIG will deliver the official draft reports to OCFO/FSA January 10th. ED's consolidated written comments are due to OIG/E&Y by January 16th.	95
			12/27/2002	Currently working with OCFO to achieve clean audit status	90
2	**COO**	*Develop and execute an FY03 plan to get off the GAO High Risk List*			
Yellow					
			2/7/2003	FSA was on GAO's High Risk List for FY 2003, issued January 30, 2003, supported by work ending and ongoing through December 2002. In January, FSA received a clean opinion on its FY 2003 financial statement audit - thus the major obstacle for being removed from the GAO High Risk List has been overcome, although not timely enough to affect the January 2003 GAO High Risk designation. However, the FSA is requesting a reconsideration of the designation in FY 2003, in consideration of the clean audit, the plans for continued financial management improvement, and the commitment by management to address the issues, as demonstrated in the FSA and Department Annual Plans, the Department's Strategic Plan and other more detailed plans. This item will remain yellow until we have assurance that GAO will provide us with an interim assessment. It will turn red if GAO decides not to provide us with an interim assessment. At this time the COO of GAO knows that there will be a formal request and is open to discussing the request internally.	25
			1/24/2003	Although the draft financial statement audit report indicates that FSA is going to receive a clean opinion (thus the major obstacle for getting off of the GAO High Risk List will have been overcome), until we have assurance that GAO will provide us with an interim assessment prior to the end of the fiscal year the project will remain yellow.	10

Priority#	Channel	Action Item	Status Date	Progress Summary	% Complete
3	**CFO**	*Reconcile FSA accounts to Department's general ledger within 30 days after month-end close by 9/30/03*			
Green					
			2/11/2003	November reconciliations were completed in a timely manner. The FMSS preliminary trial balances have been received by FSA during the week of February 3rd. The December period reconciliaiton process has begun.	50
			1/27/2003	Reconciliations (including analyzing and resolving differences) for the month of November are on schedule to be completed and approved within the 40-day goal of month-end close for the first quarter reconciliations. More specifically, 1) Initial work has begun on new methodology to reconcile the Direct Loan advance account. Coordinating with the Schools channel to reconcile from School (I.e., SAS, 732 report etc). 2) Forms 2000 November reconciliations are in the review process and will be forwarded to management for approval on 1/27/03. 3) FMS (pre) to FMS (post) reconciliations are in the review process and will be forwarded to management for approval on 1/27/03. This includes Direct Loan financing fund (x4253), FFELP liquidating fund (x0230) and financing fund (x4251). 4. FMS (post) to FMSS reconciliations are in the review process and will be forwarded to management for approval on 1/27/03. This includes Direct Loan financing fund (x4253), FFELP liquidating fund (x0230) and financing fund (x4251). 5. Initial work has begun on a new methodology to reconcile FSA grant funds for the FMS (pre) to FMS (post) and FMS (post) to/from GAPS and to FMSS. FMS (post) to FMSS reconciliations are in the review process and will be forwarded to management for approval on 1/27/03. This includes Direct Loan financing fund (x4253), FFELP liquidating fund (x0230) and financing fund (x4251). 7. Support provided to ED to complete November DCMS reconciliations, which have been forwarded to management for review and approval. 8. Initial planning has begun to address the beginning balance differences as	25
			1/10/2003	Reconciliations for the month of October have been performed and approved timely (within 45 days of month-end for first quarter reconciliations). All differences have been identified. These differences are being researched for resolution. The reconciliations for the month of November are in progress and are expected to be completed on time.	100
			12/27/2002	A detailed project plan is being developed and is expected to be finalized the week of January 3rd.	00
4	**CFO**	*Implement the proper accounting structure and appropriate internal controls in all systems impacted by FSA's system integration and technology solution initiatives*			
Green					
			1/27/2003	A new team, "Program and System Development" will be formed and staffed within the CFO organization to focus primarily on meeting this initiative.	00
			1/10/2003	Project plan is being expanded and will be finalized by 1/13/03. A new team "Program and system Development" will be formed and staffed within the CFO organization to focus primarily on meeting this initiative.	80

Priority#	Channel	Action Item	Status Date	Progress Summary	% Complete
			12/27/2002	A detailed project plan is being developed and is expected to be finalized the week of January 3rd.	00
5	**CFO**	*Develop trial balance capability for each operating partner (ACS, Raytheon, EDS, COD) to facilitate and expedite the reconciliation process*			
Green					
			1/27/2003	NO CHANGE	00
			1/10/2003	Dependent on issues resolution in other tasks including defining sub-accounts for FSA activity. The project plan for developing trial balances will be prepared mid-February.	00
			12/27/2002	CFO is in the process of finalizing a detailed project plan to develop and implement trial balance reporting capability for each operating partner. Draft plan expected 1/31/03.	00
6	**CFO**	*Address material weaknesses and reportable conditions in audits*			
Green					
			2/5/2003	OIG and Ernest & Young have issued an unqualified opinion on the FY 02 FSA financial statements. All financial audit related corrective actions have been completed.	100
			1/27/2003	All corrective actions have been completed by 12/31/02 and closed in FSA's corrective action system. OCFO and OIG have concurred. Final draft of the financial statements and related notes were submitted on 12/31/02. Audit field work was completed on 01/02/03. FSA received the DRAFT audit opinion on 1/24/03.	98
			1/10/2003	All corrective actions have been completed by 12/31/02 and closed in FSA's corrective action system. OCFO and OIG concurrence is pending. Final draft of the financial statements and related notes were submitted on 12/31/02. Audit field work was completed on 01/02/03. FSA is waiting DRAFT auditor's opinion and internal control report which is due 01/10/03. FSA will provide a response to both the opinion and internal control review by	98
			12/27/2002	12 of the 13 audit (FY 2001 Financial Statement Audit) recommendations are scheduled to be completed by 12/31/02.	95
7	**FP**	*Implement Form 2000 enhancements needed since original deployment in October 2000*			
Green					

Priority#	Channel	Action Item	Status Date	Progress Summary	% Complete
			2/21/2003	Draft task order has been distributed for review and comment.	00
			2/7/2003	Project Team is assembled. Team is working on business case for IRB and preparing draft task order.	00
			1/24/2003	Business case approved by DSG and IPC. Pending IRB review and approval.	00
			1/10/2003	DSG review has been rescheduled for Tuesday, 1.7.2003.	00
			12/27/2002	Business case submitted to DSG. Scheduled for review on Tuesday, 12.31.2002.	00
			12/13/2002	Business case justification proceeding through internal review for presentation to DSG.	00
8	**STU**	*Determine the scope of the Debt Management Collection System (DMCS) reengineering*			
Green					
			2/7/2003	The decision not to recompete the DMCS contract as a stand alone was made. The re-engineering of DMCS will be rolled into the CSB initiative. With the final decision made relating to DMCS re-engineering as a separate initiative,work has begun for market research for an integrated solution for Common Services for Borrowers (CSB). The request for market research information is scheduled to be distributed no later than 2/28/03	90
			1/24/2003	Decision will be made no later than 1/31/03. Discussions within Student Credit Management are occurring weekly.	80
9	**SCH**	*Improve school's fund management, reconciliation, and close out processes*			
Green					
			2/21/2003	Steady progress is being made toward the overall project goal.	29
			2/7/2003	Steady progress is being made toward the project goal as a whole.	25

Priority#	Channel	Action Item	Status Date	Progress Summary	% Complete
			1/27/2003	Overall project Percent Complete is at this point in the year still a straight proration (days elapsed / days in total period), because steady progress is being made toward the project goal as a whole.	21
			12/13/2002	One milestone (9.2) is currently making this project yellow. We think the project is on track and ask that 9.2's completion date be pushed out to 6/30/03. Thanks for your consideration.	07
10	**FP**	*Stabilize the Lender Application Process (LAP) and Lender Reporting System(LaRS)*			
Green					
			2/21/2003	All deliverables have been reviewed and accepted. Will provide close-out status for subtasks by next reporting period.	05
			2/7/2003	Accenture deliverable was reviewed and accepted.	05
			1/24/2003	Pending deliverable approval by business unit (FPC).	05
			1/10/2003	NO CHANGE	05
			12/27/2002	Approval received from DSG, IPC and Deputy Secretary Hansen.	05
			12/13/2002	Funding approved by IPC as of 12.10.2002.	05
11	**COO**	*Enhance Program Monitoring and Oversight*			
12	**ACP**	*Develop and standardize an integrated contract management approach that utilizes performance measures that are directly linked to the business case objectives*			
Green					

Priority#	Channel	Action Item	Status Date	Progress Summary	% Complete
			1/10/2003	NO CHANGE	10
			12/13/2002	We currently examining best-in-class contract performance management in Government as well as setting up meeting with other Government agencies to discuss their approach.	10
13	**ANAL**	*Create an Enterprise-level dashboard of productivity and performance metrics*			
Green					
			2/21/2003	Dashboard has been revised and presented to the Sr. Leadership. We should start producing a regular report the week 2/24.	50
			2/7/2003	We met with COO to present the executive dashboard on 2/6/02. We've made some revision and hope to present it to management council shortly.	35
			1/24/2003	We have developed a straw man of the executive dashboard and will be finalizing it shortly. We are receiving data for a large portion of the "operational metrics" section and are working to secure "task order monitoring" and monthly budget data. We have developed and presented a straw man that will capture more detailed performance data to the Students, Schools, FP and CIO channels. Their staff are inventorying performance data as a first step in coming up with a final design.	33
			12/13/2002	The scope of the project has been defined and meetings to identify and collect the data for the measures will occur in January 2003.	05
14	**HR**	*Develop and/or implement workforce alignment (business processes, skills, etc.) initiatives and actions to support FSA performance goals and One-ED objectives*			
Green					
			1/24/2003	Completed business case for workforce alignment team. Will present to DSG on 1/30/03.	25
15	**COO**	*Implement integrated project management oversight for FSA's system integration initiatives*			
Yellow					
			1/24/2003	Still working to redefine Accenture's and FSA's roles and responsibilities reach agreement on level of effort and price	33

Priority#	Channel	Action Item	Status Date	Progress Summary	% Complete
			1/10/2003	Need to reshape relationship with Accenture for Integration Leadership, Program Management and Contract Administration.	30
16	**CIO**	*Define an enterprise-wide data strategy and high-level implementation approach that addresses the business flow of data across the enterprise, architecture, primary ownership, standards, management, access methods, and quality*			
Red					
			2/12/2003	Keith Wilson was recently appointed as the Project Manager for the Enterprise-Wide Data Strategy Workgroup. FSA team leaders are as follows: Overall Data Strategy - Keith Wilson, Paul Hill - 2nd chair, XML Framework - Holly Hyland, Technical Strategies - Denise Hill, Ganesh Reddy - 2nd chair, XML ISIR - Jeanne Saunders, Common Student ID - Jeanne Saunders, Routing ID - Paul Hill, SAIG Analysis - Keith Wilson. Team Leaders are currently recruiting team members from various areas of FSA to participate on their team. The Data Strategy Kickoff Meeting is scheduled for Wednesday, February 19th @ 10:30 a.m. Accenture Conference Rm 221 A&B (CNN Building side) with all FSA/Accenture team leads and members. 2/06/03: Business Integration Group requested a presentation from the Data Strategy team to explain the scope and business objectives related to data work at a high level. This project is designated as red because several milestones are behind schedule and will not meet assigned deadlines.	05
			1/24/2003	Project remains on hold pending senior management discussion and direction. One single task order for entire data strategy initiative still to be awarded.	05
			1/10/2003	Proposed Business Justification (BJ) which covers a majority of the action items under this item was approved by the IPC on 12/18.	05
			12/13/2002	A Proposed Business Justification (BJ) which covers a majority of the action items under this item was completed and presented to DSG on 11/26. BJ provided to channel managers and system integration group members. It is anticipated that the BJ will be presented to the IPC at upcoming meeting. However, once IPC approval is granted, this initiative will require completion and approval of a department business case. This process will be time consuming and is expected to negatively impact upon established action item completion dates. Therefore, the status during this reporting period is	00
17	**STU**	*Analyze Personal Identification Number (PIN) issues related to enterprise wide management/architecture strategy*			
Green					
			2/7/2003	1/29/03 Statement of Objectives were reviewed and forwarded back with comments. Comments were added to the statement of objects which were approved and sent forward.	07
			1/24/2003	Business Case Justificaiton was presented to the DSG and IPC on 1/21 and 1/22. Approval was given by the IPC to conduct the ED PIN Re-Engineering Analysis. Statement of Objectives have been received and are currently being reviewed.	15

Priority#	Channel	Action Item	Status Date	Progress Summary	% Complete
			1/10/2003	NO CHANGE	05
			12/27/2002	A business case is being developed - second draft is currently being reviewed.	05
18	**CIO**	*Create an overall FSA integrated security and privacy architecture*			
Green					
			1/24/2003	Agreement on a security and privacy architecture/standards document, including review and approval by the Business Integration Working Group by April 2003. Implementation of one or more proof-of-concept security services as part of the Integrated Technical Architecture by Sept. 2003.	05
			1/10/2003	Work continues on still yet awarded Security Architecture task order.	05
			1/3/2003	Task order not yet awarded. Still trying to find consultant with experience in security architectures and solutions common in commercial financial services industries (banking, insurance, loan servicing). Planning on using FSA Integration Group for security service requirements, instead of convening separate security group.	00
			12/13/2002	The current plan is to avoid a separate "FSA Security & Privacy Architecture Working Group" and make this a task of the "Integration Group". The central task will be developing a security/technology baseline -- what systems (hw/sw) are located where and how are they connected/protected. Providing a definition of security architecture framework which will explicitly include Critical Infrastructure Protection and eGov/eAuth components will also be essential. CIO has requested several milestone completion dates for this item be changed since the anticipated start date of this action is 1/2/03 and several completion dates where targeted for 12/31/02. Therefore, the status of this item is being listed as yellow until clarification on whether or not requested date changes are accepted.	00
19	**STU**	*Develop and implement initial phases of an enterprise-wide customer service solution that incorporates best-in-business technology and enhanced business processes*			
Red					

Priority#	Channel	Action Item	Status Date	Progress Summary	% Complete
			2/7/2003	On Friday, January 17, 2003, Accenture was notified that the current Task Order 77, Work Order 5 would be expiring on January 21st. Pursuant to that notification, Accenture has commenced a shutdown process for the CRM4FSA project and the Release 1 Pilot. Included in the shutdown process are: · Notifying the Operating Partners that the Release 1 Pilot will be terminated and formulate a "current state" testing plan. · Returning calls to the current state · Dismantling the Operating Partner PBX and IVR changes specific to Release 1 · Testing 800 numbers and Operating Partner IVRs · Shutting down the pilot reporting tool · Terminating subcontract agreements, and negotiating final payments The Release 1 Pilot was successfully shut down on Saturday, February 1st. While the CRM Target State Solution has been deemed "the right thing to do" by FSA, the estimates provided by Accenture, combined with FSA's limited	00
20	**STU**	*Improve the management of student aid through data sharing and consolidating common borrower services and functions*			
Green					
			2/7/2003	Initial analysis of common functions has been completed. Further drill down into the processes with occur with assitance from SMEs to validate actual common fucntions. Initial analysis of common functions has been completed. Further drill down into the processes with occur with assitance from SMEs to validate actual common fucntions. Our :quick hits" are on hold until approval from IPC	00
			1/24/2003	UNFUNDED - 20.1 - Initial analysis of common functions has been completed. Further drill down into the processes with occur with assitance from SMEs to validate actual common fucntions. 20.2 - Initial analysis of interdependencies has been completed. Further drill down into the processes with occur with assitance from SMEs to validate actual common fucntions. Market research will conducted in February to ascertain best practices and validate findings from internal analysis. 20.3 - On hold until approval from IPC	05
21	**STU**	*Define strategy for EDExpress reengineering*			
Green					
			2/21/2003	The Business Justification was presented to the Business Integration Group, the Data Strategy Group (DSG) and the IPC. It is awaiting funding.	00
			2/7/2003	The Business Justification for Re-engineering EDExpress has been written and will be presented to the DSG/IPC in the very near future to request funding to study database solutions, migrated standalone modules to the Web and conduct a Product Registration survey.	00

Priority#	Channel	Action Item	Status Date	Progress Summary	% Complete
			1/24/2003	UNFUNDED A business justification is being written to present request to DSG/IPC to request funding to study database solutions and move standalone modules to the Web.	05
22	**STU**	*Develop an outreach strategy for Aid Awareness in support of OPE and tied to "No Child Left Behind"*			
23	**STU**	*Upgrade technology and integrate Central Processing System (CPS) across the enterprise*			
Green					
			1/24/2003	UNFUNDED On-going - A CPS Upgrade Analysis was completed and all scheduled test cycles for the FAFSA 7.0/ED PIN performance testing were completed. As of 1/24/03, all 23 planned performance test cycles covering 12 business processes have been executed and 4 additional cycles for Shadow Direct contingency testing have been executed.	05
24	**CIO**	*Conduct NSLDS Analysis and begin phased implementation of solution*			
25	**CIO**	*Complete the recommendations outlined in the OIG audit (A07-C001) Audit of Enterprise Architecture, issued September 30, 2002*			
26	**SCH**	*Evaluate our participation in all events*			

Priority#	Channel	Action Item	Status Date	Progress Summary	% Complete
27	**SCH**	*Implement Master Promissory Note for PLUS*			
Green					
			2/21/2003	PLUS MPN (paper) is on track for implementation when COD 2.0 goes live. Go-live date is planned for 4/7/03 (percent complete = 67%). PLUS eMPN (electronic), milestone #1, was at 1% complete on 2/21/03 and received funding on 2/26/03. From here forward, the project-level percent complete will average the paper and 'e' PLUS MPN percents complete.	34
28	**CFO**	*Enhance our cash transaction process to accommodate OCFO procedures*			
Green					
			2/11/2003	The FSA Accounting Division is continuing it's weekly meetings with our Operating Partners and FSA Program Offices to identify root causes and solutions to clearing FSA's Fund Balance with Treasury (FBWT) unmatched schedules. Progress on the identification and corrections of our FBWT unmatched schedules is being tracked on individual project plans. Significant progress is being made on these work plans, and the Accounting Division has no concerns in not being able to complete prior to FY'03 fiscal year end. In addition to working our various project plans we are complying with OCFO's procedures in submitting manual match corrections to the OCFO Financial Management Operations Division. It is our intention that the volume of manual matched request to OCFO FMO will decrease once many of the business processes and systemic issues are completed in the various	60
			1/27/2003	Accounting Division has initiated weekly meetings with all Operating Partners to identify all internal control weaknesses associated with cash transactions. FSA Accounting Division and Operating Partners have created individual Project Plans to track the implementation of all proposed cash related business processes and systemic internal control improvements. Operating Partners have begun to implement various internal control improvements for summary deposit and consolidation transactions.	25
			1/10/2003	FSA Accounting Division has initiated weekly meetings with all Operating Partners to identify all internal control weaknesses associated with cash transactions. FSA Accounting Division and Operating Partners have created individual Project Plans to track the implementation of all proposed cash related business processes and systemic internal control improvements.	20
29	**FP**	*Augment Leveraging Educational Assistance Partnerships (LEAP)/Supplemental Leveraging Educational Assistance Partnership (SLEAP) module in the FMS to enable direct electronic data exchange with GAPS and enhance the operational*			

Priority#	Channel	Action Item	Status Date	Progress Summary	% Complete
30	**CFO**	*Obtain clean financial opinion for ED. Improve FMS internal processes, progs, controls. Support reconcil. b/w FSA Op. Prtnrs, FMS, FMSS, GAPS & Treasury. Integrate w/FSA reengineered systems & perform upgrade analysis & implement Oracle Fed*			
Yellow					
			2/11/2003	30.2 Integrate the transaction ID from GAPS - on schedule (TO119) Deliverable 119.1.1 FMS FY'03 Release 2.1 - Approved. Status green 45% completed. 30.3 Enhance FMS Operations Processing - funding approved. (Reengineering splitter and FMS/FMSS interface process). Draft technical specifications to be presented to Terri Shaw on Wednesday, February 12th. No firm requirements defined. Yellow 10% completed. 30.5 Implemented Guarantee Agency Forms 2000 - funding approved. Meeting to finalize technical proposal. Business case completed. Development in 2 phases. (Phase 1 - yellow 10% completed, Phase 2 - yellow 5% completed). 30.6 Implement Program Change Request - Meeting weekly with operating partners to resolve outstanding issues. Program developed and issues logs tracked. Yellow 20% completed.	40
			1/27/2003	30.2 Integrate the transaction ID from GPAS - on schedule (TO119) Deliverable 119.1.1 FMS FY'03 Release 2.1 - Interface Functional Designs delivered and being reviewed for approval. Final sign off due by 1/29. Green 35% completed. 30.3 Enchance FMS Operations processing - Funding approved. (Reengineering splitter and FMS/FMSS interface process). Meeting with OCFO Budget to finish defining requirements. Requirements gathering still in process. Requested at ATP to begin work. Yellow 5% completed. 30.4 Implemented Federal Administrator - Unfunded - No action. 30.5 Implement Guaranty Agency Forms 2000 - Funding approved. Meeting to develop Technical Proposal - Yellow 5% completed. 30.6 Implement Program Change Request - Meeting weekly with Operating Partners to resolve outstanding issues. Program developed and issues logs being tracked. Yellow 10% completed. 30.7 Implement FSA/Title IV Web-based (Drawdown) capability and award process - Unfunded - no action.	30
			1/10/2003	30.1 Oracle 8i Database Upgrade - Completed 01/05/03 - Greem 100% 30.2 Integrate the transaction ID from GPAS - Funding approved. Task Order 119 awarded to Accenture. Functional detail designs completed (5 interfaces to be modified). On schedule per the project plan. Green, 30% completed. 30.3 Enhance FMS Operations processing - Funding approved . Reengineering splitter and FMS/FMSS interface process. Meeting with FMS,OCFO, Budget and A/D to define requirements. Requirements gathering still in process. Yellow, 0% completed. 30.4 Implement Federal Administrator - Unfunded - No action. 30.5 Implement Guaranty Agency Forms 2000 - Funding approved by DSG. Presented to the IPC. Not approved - outstanding issues to resolve. Status - Resolve issues and present to the IPC 1/14/03. Yellow, 0% completed. 30.6 Implement Program Change Requests - Change request (CRs) are being prioritized and worked as resources are available. Have completed/closed 20 CRs since 12/17/02. Currently have 63 open CRs however, many appear to contain obsolete requirements/requests. Green, 60% completed.	30
31	**CIO**	*Support ED, customers and business partners by participating in the President's Management Agenda E-Government initiatives*			
Green					

Priority#	Channel	Action Item	Status Date	Progress Summary	% Complete
			1/24/2003	Charlie Coleman, Project Supervisors, and staff are finalizing Microsoft Project Plans for CIO Strategic item 14.	05
32	**CFO**	*Develop an automated tool to administer budgetary resources for FSA's programs and to provide management with the data to effectively manage those resources*			
Green					
			2/11/2003	Work on this item is being coordinated with activities under CFO-4. Budget Service has requested that FSA align it's fund control with the Departments and develop the FFEL "splitter" to Budget Services and FSA's mutual satisfaction. These are current works in progress. When these fund management and reporting issues are resolved, we will examine tools to use so the FSA's program funds are entered automatically into FMS.	50
			1/27/2003	Proposed project completion date of 3/31/03.	00
			1/10/2003	A meeting with Budget Service stakeholders William Graham and LarryKean to determine their concerns, preliminary. Development of 32.1 work plan: "Determine requirement for program fund management that are consistent with legislative and OMB requirements. Proposed project completion date is March 31, 2003. Meeting with accounting and DEVA personnel to establish that opening balances are correct for Program funds - ongoing.	00

Appendix B - Milestone Status Report

Priority#	Channel	Action Item	Milestone#	Action Item	Channel	Status Date	%Complete
2	COO	Develop and execute an FY03 plan to get off the GAO High Risk List					
			3	Validate plan with FSA Senior Leaders, Department Advisors and share with GAO and OIG			
			Green		COO	12/13/2002	100
					The FY 2003 High Risk Plan was finalized as part of the Performance Plan process in November 2002.		
			5	Demonstrate progress in having implemented corrective measures through improved accountability mechanism assuring addresses necessary reporting requirements for Performance Plan, Department's Strategic Plan, MIT and President's Management Agenda			
			Yellow		COO	2/7/2003	30
					The 1st quarter FY 2003 President's Management Agenda update was official released by OMB which indicated that the High Risk Status improved to a yellow and the progess has improved to a green.		
			Yellow		COO	12/13/2002	05
					FSA worked with the MIT to develop a format for reporting to OMB on a quarterly or more frequent basis (This reporting will support other information sharing needs on progress). First reports on the status of projects are due from responsible managers 12/13/2002.		
			6	Develop internal communications infrastructure			
			Red		COO	2/7/2003	00
					No progress has been made on this milestone item, although some internal communications have been provided in FSA Communication documents. Action owner should be changed to Marianna		
			7	Update plan monthly as necessary			
			Green		COO	2/7/2003	33
					Issues list being updated based on FY 2003 Performance and Accountability Challenges and High-Risk Series Reports. Initial review indicates that plans and commitments by FSA to improve its planning and reporting processes; the clean financial statement audit; the Departments Enterprise Architecture framework and FSA's Consistent Data Framework; and the Department's human capital management plan will address outstanding issues - thus supporting a request for reconsideration of the SFA programs high risk designation, particularly in light of the recent clean opinion and the management commitment to invest in financial management and maintain the financial integrity of the Department's financial management systems.		

Priority# Channel Action Item

Milestone# Action Item

	Channel	*Status Date*	*%Complete*
Green	**COO**	**1/10/2003**	**25**

GAO-03-241 Report on COD (Pell Grant & DL Integration) issued 12/31/02 that may contain information to be considered in January/February update.

8 Meet with and/or inform GAO and OMB on progress and internal monitoring regularly

Green	**COO**	**2/7/2003**	**25**

GAO Relations - Finalized response to draft audit and provided GAO information on outstanding loan portfolio to faciliate a more balanced presentation of FSA's Default Management and Prevention Strategies to be used in an audit report scheduled to be issued 2/15/03. Regarding Letter to GAO - Updated based on issuance of FY 2002 Financial Statement Audit and 1/30/03 GAO Management Challenges and SFA Program High Risk Reports to assure that issues are appropriately address prior to requesting a mid-cycle determination. Additional analysis and conversations with GAO being held on recently issued High Risk Series update. Final letter for request for reconsideration to go out for comments by 2/15/2003 to FSA managers.

OMB Relations - OCIO and FSA-CIO held a meeting 1/30/03 with OMB on the Department's Enterprise Architecture. Meeting was successful in demonstrating the Department's framework, which includes FSA. Similar briefing requested for GAO in February.

OIG Relations - Forwarded IG request additional ideas for workplan items to address FSA needs, as a follow-up to the COO's meeting with the IG..

Green	**COO**	**12/13/2002**	**25**

GAO Relations - On 11/25/02, senior FSA and Department managers met with GAO to discuss the SFA programs High Risk Plan status, and provide information on why the designation should be removed. The High Risk Plan and other supporting documents and accomplishments were provided to GAO at that time, to be followed by a written request. At a 12/10/02 GAO exit conference on Department Management Challenges, GAO managers stated that the SFA programs would be designated high risk in their January 2003 update. The Department requested that if FSA gets a clean opinion on its FY 2002 financial statements that GAO review the SFA programs Performance Plan and accomplishments after 6/30/03 for consideration of a mid-year determination. Our request is currently under considered. The written document drafted as a result of the 11/25/02 meeting is being redrafted to reflect the results of this meeting.

OMB Relations - A meeting was held with OMB on 11/21/02 to discuss the first quarter's accomplishments on the President's Management Initiatives and Program Initiatives. Preliminary discussions with OMB on their first quarter 2003 draft report indicate that if the status grade for the Department's financial management initiative is raised that the High Risk status could also be raised as the accomplishments and plans to address issues are apparent.

5 **STU** *Develop trial balance capability for each operating partner (ACS, Raytheon, EDS, COD) to facilitate and expedite the reconciliation process*

6 Debt Management Collection System (DMCS) complies with FMS subsidiary ledger reconciliation requirements

Priority#	Channel	Action Item

Milestone#	Action Item			
	Channel		Status Date	%Complete
Green	STU		1/24/2003	35
	Semi weekly meetings are being held with contractor , CFO staff and DMCS staff to address trial balance reporting and current recons issues. Weekly meetings are occurring with CFO, contractors (ACS and EDS) to address the trial balance request and also the recon issues for the CFO.			
Green	STU		1/10/2003	05
	NO CHANGE			
Green	STU		12/27/2002	05
	NO CHANGE			
Green	STU		12/13/2002	05
	Semi weekly meetings are being held with contractor , CFO staff and DMCS staff to address trial balance reporting and current recons issues. Weekly meetings are occurring with CFO, contractors (ACS and EDS) to address the trial balance request and also the recon issues for the CFO.			

8 **STU** *Determine the scope of the Debt Management Collection System (DMCS) reengineering*

Milestone#	Action Item			
1	Validate whether to recompete the contract with limited reengineering or pursue increased reengineering through FSA system integration and new technology solution initiatives			
Green	STU		2/7/2003	100
	The decision not to recompete the DMCS contract as a stand alone was made. The re-engineering of DMCS will be rolled into the CSB initiative.			
Green	STU		1/24/2003	95
	Decision will be made no later than 1/31/03. Discussions within Student Credit Management are occurring weekly.			
Green	STU		1/10/2003	05
	NO CHANGE			
Green	STU		12/27/2002	05
	NO CHANGE			
Green	STU		12/13/2002	05
	Decision will be made no later than 1/31/03. Discussions within Student Credit Management are occurring weekly.			

Priority#	Channel	Action Item		
	Milestone#	Action Item		
		Channel	Status Date	%Complete
	2	Commence either a contract recompete or fully reengineering project to redeploy the system		
	Green	STU	2/7/2003	85
		With the final decision made relating to DMCS re-engineering as a separate initiative,work has begun for market research for an integrated solution for Common Services for Borrowers (CSB). The request for market research information is scheduled to be distributed no later than 2/28/03.		
	Green	STU	1/24/2003	75
		Decision will be made no later than 1/31/03. Discussions within Student Credit Management are occurring weekly.		
	Green	STU	1/10/2003	05
		NO CHANGE		
	Green	STU	12/27/2002	05
		NO CHANGE		
	Green	STU	12/13/2002	05
		Decision will be made no later than 1/31/03. Discussions within Student Credit Management are occurring weekly.		
9	SCH	*Improve school's fund management, reconciliation, and close out processes*		
	1	Reduce time to deliver funds to schools		
	Green	SCH	2/21/2003	29
		Work to reduce delivery time continues.		
	Green	SCH	2/7/2003	25
		Work to reduce delivery time continues.		
	Green	SCH	1/24/2003	21
		Work to reduce delivery time continues.		

Milestone#	*Action Item*		
	Channel	*Status Date*	*%Complete*
Green	**SCH**	**1/10/2003**	**16**
	Work to reduce delivery time continues.		
Green	**SCH**	**12/13/2002**	**07**
	COD and program operations employees began meeting with FSA's new CFO about the need to improve interfaces and revisit joint operations shortly after her arrival in November. This conversation will continue throughout FY03. Also in November, COD Customer Service began calling schools that had not substantiated drawdowns within the first two weeks to remind them of the required reporting timeframes for Pell and Direct Loan. That call is the first in a sequence of planned notifications that will be triggered routinely in the future by a school's failure to report.		
2	Identify improvements and fill gaps in current operational procedures related to reconciliation		
Green	**SCH**	**2/21/2003**	**25**
	Work continues on flowing the current process and interviewing FSA components involved in school closeout and reconciliation.		
Green	**SCH**	**2/7/2003**	**25**
	Staff met with FSA/CFO system contact to begin inventorying COD/FMS interface procedures that allow errors to be worked predictably and systematically. Work to identify improvements and fill gaps continues.		
Green	**SCH**	**1/24/2003**	**25**
	CFO has identified project liaison to Schools project lead, and the two parties have agreed that working through roles and responsibilities for COD and FMS is top priority. Scope and scheduling are under discussion. Staff team has been inventorying current reconciliation procedures as they relate to Pell and Direct Loan and is comparing written procedures with what is actually happening.		
Green	**SCH**	**1/10/2003**	**16**
	A staff team has been established and kicked off today. Initial meeting with CFO will be scheduled Monday. Team lead is developing project plan.		
Green	**SCH**	**12/27/2002**	**10**
	Previously we asked for the end date to be pushed out to 6/30/02. However, the decision has been made to complete the project in-house, making the 3/31/02 end date satisfactory and upgrading the status to green (since we will not have to go through the contracting process).		
Yellow	**SCH**	**12/13/2002**	**07**
	Title IV Delivery has drafted a SOO for a short consulting contract to revisit handoffs, given the ripple effect of changes that accompanied the implementation of COD (including a new customer service unit in Niagara Falls, NY). A short list of local contractors who specialize in this area has been derived from the GSA Schedule. We expect to put the contract out for bid in mid-January.		

Milestone#	*Action Item*		
	Channel	*Status Date*	*%Complete*
3	Implement systematic notifications and operational procedures related to disbursement to drawdown ratios		
Green	**SCH**	**2/21/2003**	**90**
	The implementation of systematic notifications and operational procedures re disbursement:drawdown ratios is again on track for March 31. This was due to a rethink of the automation involved, which will allow completion earlier than expected.		
Yellow	**SCH**	**2/7/2003**	**90**
	Work on the queuing process continues.		
Yellow	**SCH**	**1/24/2003**	**80**
	The automated queueing (that will trigger calls to schools 60 days after drawdown if cash has not been substantiated) is currently in testing. This is reflected in the jump in Pct. Complete. However, a conscious decision has been made to defer implementation until release 2.0 (03-04) comes up, currently scheduled for April 7. Due to the deferral of this automated function, we are changing status to yellow. However, COD CSRs have been running weekly reports and calling schools that are 60 days out for the past couple of months (I.e., a manual process will continue to occur until the automated triggering replaces it).		
Green	**SCH**	**1/10/2003**	**16**
	NO CHANGE		
Green	**SCH**	**12/27/2002**	**10**
	NO CHANGE		
Green	**SCH**	**12/13/2002**	**07**
	COD Customer Service has begun sending e-mail warnings to schools with unsubstantiated cash at 20 and 30 days. Automated queueing in COD that will trigger calls to schools at 60 days will be implemented in mid-January 2003.		
4	Retire Pell's Recipient Financial Management System (RFMS) and the Direct Loan Origination System (DLOS)		
Green	**SCH**	**2/21/2003**	**29**
	Both systems (RFMS and DLOS) are on schedule to be retired by 9/30/03. Newer Pell year data (RFMS) will be migrated to COD. Archive strategy for for DL data and old Pell year data (PGRFMS) is currently being developed.		

Priority#	Channel	Action Item		
		Milestone#	**Action Item**	
			Channel	**Status Date**	**%Complete**
		Green	SCH	2/7/2003	25
			Preparations are progressing on schedule.		
		Green	SCH	1/24/2003	21
			Preparations are progressing on schedule.		
		Green	SCH	1/10/2003	16
			NO CHANGE		
		Green	SCH	12/27/2002	10
			NO CHANGE		
		Green	SCH	12/13/2002	07
			Final-phase planning on all aspects of both system retirements began October 1 and has concluded. We are on track to begin the migration to COD of prior-year Pell data in June/July 2003. Direct Loan data will be archived as follows: years prior to 2001-02 in Spring 2003; 2001-02 by September 2003 (because closure is contingent on booking of final Borrower-Based Academic Year loans).		
10	FP	*Stabilize the Lender Application Process (LAP) and Lender Reporting System(LaRS)*			
		3	Establish a CFO/Financial Partners operational management and integration work group		
		Green	FP	1/10/2003	05
			Work group participants have been identified.		
		Green	FP	12/27/2002	05
			Working to identify participants in work group.		
11	ANAL	*Enhance Program Monitoring and Oversight*			
		1	Develop and deliver an Enterprise-wide Program Monitoring Plan.		

Milestone#	*Action Item*		
	Channel	*Status Date*	*%Complete*
Green	**ANAL**	**1/24/2003**	**100**
	The Director of Grants, Policy and Oversight staff in the Deputy Secretary's office acknowledged receipt of FSA's report on 12/31/03. They will get back to FSA with any comments.		
Green	**ANAL**	**12/27/2002**	**100**
	Report completed on December 27th, will be submitted to the Director of Grants, Policy, and Oversight Staff on December 31st.		
Green	**ANAL**	**12/13/2002**	**25**
	A meeting was held on November 20 with appropriate channel managers or their designees to discuss the requirements of the Annual Monitoring Report. A template was developed and distributed to attendees on November 20 requesting that it be fielded and returned by December 16. The template asks what is being monitored; how; why; and what is done with the findings. The results will be used to develop FSA's report to be submitted by December 30, 2002.		
2	Student Applicant and Disbursement Data		
Green	**STU**	**2/21/2003**	**25**
	In March 2003, we will meet with operating partners to finalize changes and improvements we will make to this year's verification analysis. Once meetings have been completed, we will finalize the schedule for the analysis. Analysis will be completed in time to program any verification selection criteria changes so that they are in place when the 2004-05 Central Processing System (CPS) starts		
Yellow	**STU**	**1/24/2003**	**10**
	In mid-February 2003, FSA staff plans to meet with contractor staff to develop a schedule for this analysis and decide what improvements we can make to it.		
Green	**STU**	**1/10/2003**	**05**
	NO CHANGE		
Green	**STU**	**12/27/2002**	**05**
	Reporting protocol are being established.		
2.1	Develop a plan to continue to identify, measure and monitor applicant and payment error		

Milestone#	*Action Item*		
	Channel	*Status Date*	*%Complete*
Green	**STU**	**2/21/2003**	**10**

(1) We are working to schedule a meeting with the IRS and our operating partners to work out the details and schedule for this year's IRS statistical studies, which will be used to (a) refine and improve our verification selection criteria and (b) estimate this year's baseline of erroneous Pell Grant payments. (2) On 2/12/03, AP staff met with operating partner staff to discuss plans to create both a Central Processing System (CPS) multi-year database and an ISIR data mart. The objective of this meeting was to discuss and agree upon a conceptual model for these databases so that we can begin

Green	**STU**	**1/24/2003**	**10**

On 1/22/03, the IPC approved the Proposed Business Justification called "Improve Accuracy of Applicant Data." Now that we have approval for the initiatives outlined in that PBJ, AP has scheduled a meeting on 1/27/03 to begin mapping out the next steps, including developing a schedule for

Green	**STU**	**1/10/2003**	**05**

NO CHANGE

Green	**STU**	**12/27/2002**	**05**

A Proposed Bsuiness Justification is being developed.

2.3 Develop and deliver training to staff on needs analysis, verification and conflicting documentation.

Green	**SCH**	**2/21/2003**	**25**

Data analysis of verification codes and outliers continues. A draft proposal for training of trainers has been prepared and potential trainers identified.

Green	**SCH**	**1/24/2003**	**25**

No change.

Green	**SCH**	**1/10/2003**	**25**

The Verification Assessment Module was completed and a draft shared with schools at the EAC conferences. It was very well received. This Module is a part of a set of self-assessment tools for schools to use to voluntarily check their own compliance and find ways to enhance their administrative activities.

FSA U sent CMO copies of their training for schools. We can use portions of that to train staff on verif & conflicting documentation. We are analyzing data to identify schools with potential verification issues, which the Case Teams will focus on in 2003. We are also developing a training of trainers, a training agenda, review prototype, and case studies to use in training staff on these

Milestone#	*Action Item*		
	Channel	*Status Date*	*%Complete*
Green	**SCH**	**12/27/2002**	**20**
	Held discussion with FSA U staff on using their materials for portions of the staff training.		
Green	**SCH**	**12/13/2002**	**20**
	Please re-assign to Edwards/Coombs.		
3.1	Reengineer and streamline Case Management and Oversight (CMO) business processes to reduce decision making timeframe and achieve increased consistency of outcomes		
Green	**SCH**	**2/21/2003**	**10**
	Testing of edits for accelerated recerts is complete. Contractor to fix minor bugs. For Task Order 127, CMO Re-engineering, Authority to Proceed (ATP) was signed on 1-24-03. ATP expires 2-24-03; Request to extend ATP at no cost was sent to Contracts on 2-20-03, with a new exp date of 3-14-03. Need to finalize technical proposal. Held two meetings with Integration Partner to review and discuss technical proposal. Determined number of site visits necessary. FSA is reviewing current draft of tech proposal. Contractor has compiled sources of prior business process work for Case Management areas; began building analysis.		
Green	**SCH**	**2/7/2003**	**05**
	Testing of enhancements (edits) to permit accelerated recertification of school eligibility is scheduled for Feb 11 - 12.		
Green	**SCH**	**1/24/2003**	**05**
	The business case was presented to the DSG on 1-16 and 1-21, and to the IPC on 1-22, and funding approved.		
Green	**SCH**	**1/10/2003**	**25**
	accelerated recert, comments are due to the contractor on 1-10-03 on requirements document.		
Green	**SCH**	**12/27/2002**	**20**
	accelerated recert, no change		
Green	**SCH**	**12/13/2002**	**20**
	CMO is designing, developing, and implementing an accelerated recertification process for school eligiblity decisions. Those schools that have no issues can be processed using streamlined automated procedures to increase efficiency. Requirements definition was completed Nov 19, 2002.		
3.1.1	Implement electronic audits and financial statements		

Milestone#	*Action Item*		
	Channel	*Status Date*	*%Complete*
Green	**SCH**	**2/21/2003**	**85**

Staff met with OMB on 2-10 & 2-19 & briefed them on eZaudits & discussed "A-133" schools (those schools that submit audits to the Clearinghouse). Staff are working toward a solution to have these schools submit electronically to ED & the Clearinghouse.

Green	**SCH**	**2/7/2003**	**85**

On January 29, 2003, the eZ-Audit Project Team briefed representatives from the Federal Clearinghouse, OGC and OIG on the eZ-Audit System. Everyone at the meeting agreed that the FAC and eZ-Audit can form a collaborative working arrangement. FAC believes that this is "doable" from an operational standpoint, and sees some real benefits to their business process. FSA has a meeting scheduled with OMB on Feb 10, 2003, to reach agreement on how Education will require institutions filing under A-133 to provide electronic submissions, at least to Education.

Green	**SCH**	**1/24/2003**	**80**

On January 9, 2003, the eZ-Audit Project Team briefed Senior FSA and OPE management on the eZ-Audit System. User Acceptance Testing is scheduled for February 18-20 & 25-27, 2003. Training for all FSA users is scheduled to begin the week of March 12th in the Chicago regional office.

3.1.2 Define requirements and conceptual design for workflow tool to facilitate processes (most likely Postsecondary Education Participation System (PEPS) reengineering)

Green	**SCH**	**2/21/2003**	**10**

For Task Order 127, CMO Re-engineering, Authority to Proceed (ATP) was signed on 1-24-03. ATP expires 2-24-03; Request to extend ATP at no cost was sent to Contracts on 2-20-03, with a new exp date of 3-14-03. Need to finalize technical proposal. Held two meetings with Integration Partner to review and discuss technical proposal. Determined number of site visits necessary. FSA is reviewing current draft of tech proposal. Contractor has compiled sources of prior business process work for Case Management areas; began building analysis.

Green	**SCH**	**2/7/2003**	**05**

No change.

Green	**SCH**	**1/24/2003**	**05**

As part of the CMO re-engineering project, the business case was presented to the DSG on 1-16 and 1-21, and to the IPC on 1-22, and funding approved.

Green	**SCH**	**1/10/2003**	**02**

A business case that addresses workflow tool planning as part of CMO reengineering is scheduled to go to the DSG on 1/14/03 and possibly the IPC 1/15/03.

3.2 Define measures for compliance/ oversight activities to demonstrate the effectiveness of case management including technical assistance

Milestone#	*Action Item*		
	Channel	*Status Date*	*%Complete*
Green	**SCH**	**2/21/2003**	**100**
	All measures have been defined. In addition, calculations are complete for monitoring coverage (schools with a comprehensive review, schools with a program review, schools with a compliance improvement visit) and management of risk.		
Green	**SCH**	**2/7/2003**	**50**
	Data is still being checked for completeness and accuracy.		
Green	**SCH**	**1/24/2003**	**50**
	3 of the measures have been calculated and are in draft. The back up data is being subjected to a quality check.		
Green	**SCH**	**1/10/2003**	**25**
	Held con call with Phil Maestri , MIT, on 12/30/02 & shared measures. Have begun calculating the FY 2002 measures.		
Green	**SCH**	**12/27/2002**	**20**
	Held con call with Pat Howard & Chris Vierling, IG, on 12/19/02 & shared measures. Rec'd comments on 12-20-02.		
Green	**SCH**	**12/13/2002**	**20**
	Compliance measures have been drafted. Held mtg on 12/10/02 with Linda Paulsen on the measures. Mtg with the IG scheduled for 12/17/02 to share measures.		
3.3	External Training		
Green	**FSAU**	**2/21/2003**	**30**
	NO CHANGE		
Green	**FSAU**	**2/7/2003**	**30**
	External training currently in progress: 1) Fundamentals of Title IV Administration (formerly Precertification and New FAA Training). These workshops are offered approximately one per month in various locations, and are attended by new schools seeking certification and by less experienced FAAs. 2) Delivery System 2003-04 and Student Eligiblity Basics 3) EDExpress Application Processing. Training programs in development: 1) FSA COACH 2002-03 2) EDExpress Pell and Direct Loan Processing		

Milestone#	*Action Item*		
	Channel	*Status Date*	*%Complete*
Green	**FSAU**	**12/27/2002**	**20**
	External training is ongoing.		
Green	**FSAU**	**12/13/2002**	**10**
	External training is ongoing.		
3.3.1	Plan, design and build a "100 Series" of basic training for schools		
Green	**FSAU**	**2/21/2003**	**20**
	NO CHANGE		
Green	**FSAU**	**2/7/2003**	**20**
	The results of a stakeholder/advisor survey have been compiled. In the next few weeks, the project team expects to develop an outine proposing courses to be included in the core curriculum.		
Green	**FSAU**	**1/24/2003**	**15**
	The project team completed a survey of stakeholders and advisors to collect feedback and recommendations regarding topics, delivery methods, and audience for the "100 Series." Results are being compiled for presentation to the team.		
Green	**FSAU**	**12/27/2002**	**10**
	The 100 series of basic courses on student aid administration will provide the foundation knowledge that all financial aid professionals need to acquire by the end of their first year. The development team was formed in September 2002, and has begun research to establish a baseline for the type and number of courses needed.		
3.3.2	Develop and deliver a program integrity training for schools through a combination of videoconferences , web-based training, and classroom experiences		
Green	**FSAU**	**2/21/2003**	**30**
	NO CHANGE		
Green	**FSAU**	**2/7/2003**	**30**
	Workshops for Delivery System training and Student Eligiblity Basics continue through the middle of March. EDExpress Application Processing continues through early April. Web-based training for EDExpress is on schedule to go live at the end of February. FSA COACH for 2002-03 is scheduled for release in March.		

Milestone#	*Action Item*		
	Channel	*Status Date*	*%Complete*
Green	**FSAU**	**1/24/2003**	**30**
	Three classroom-based training programs are in progress: Delivery System, Student Eligibility Basics, and EDExpress Application Processing (for intermediate-level users of the software). EDExpress Basics, which is web-based training for new users to learn basic EDExpress functions, is on schedule for release in February.		
Green	**FSAU**	**12/27/2002**	**20**
	Delivery System and Student Eligibility training workshops continue in mid-January. The first workshops for EDExpress Application Processing training begin in mid-January.		
Green	**FSAU**	**12/13/2002**	**20**
	Program integrity training for schools is ongoing. Most recently two videoconferences gave information about changes to the 2003-04 delivery system to college and high school personnel. Classroom training on student eligibility basics and delivery system changes will begin in December and continue through March in 65 locations nationwide		
4.1	Enhance the use of available financial partner data by implementing Phase III of the Financial Partners Data Mart		
Green	**FP**	**2/21/2003**	**00**
	The business justification presentation was postponed due to ongoing FSA Management discussions.		
Green	**FP**	**2/7/2003**	**00**
	Presentation of this business justification to DSG was deferred pending outcome of FSA Management discussion on data sources for FP Data Mart. Presentation now scheduled for Monday, 2.10.2003.		
Green	**FP**	**1/24/2003**	**00**
	Meeting scheduled to discuss draft business case review. Tentatively scheduled for DSG presentation on Thursday, 1.30.2003.		
Green	**FP**	**1/10/2003**	**00**
	Continuing with review of draft business case in preparation for DSG presentation.		
Green	**FP**	**12/27/2002**	**00**
	Draft business case in internal review. Pending submission to DSG. Tentatively scheduled for DSG review at 1.9.2003 meeting.		
Green	**FP**	**12/13/2002**	**00**
	Business case justification for FP Data Mart Release III is in work.		

Milestone#	*Action Item*			
	Channel	*Status Date*	*%Complete*	
4.2	Continue enhanced oversight of lenders/servicers and guarantee agencies through improved consistency and risk management tools			
Green	**FP**	**2/21/2003**	**17**	
	Completed reviews at the Alabama Commission on Higher Education and the Arkansas SLGF. Reviews for Great Lakes Educational Loans and Educaid started 2.10.03 and are in progress. The review for the Higher Education Servicing Corporation is scheduled to commence on 2.24.03			
Green	**FP**	**2/7/2003**	**17**	
	Reviews are being conducted at the Alabama Commission on Higher Ed and the Arkansas SLGF as of 2.3.2003. A con-call will be held on 2.12.03 to discuss the findings/outcomes of the Alabama review. The following servicers are scheduled to be reviewed 2.10.03 and 2.24.03, respectively: Great Lakes Educational Loans, Educaid, and Higher Education Servicing Corp.			
Green	**FP**	**1/24/2003**	**13**	
	National reviews are underway. The New Mexico SLGC and Vermont SAC reviews are completed. A debriefing was conducted for both reviews. Findings and observations were discussed with entire review staff, as well as recommended corrective actions. Next on the review calendar are the Alabama Commission on Higher Ed and the Arkansas SLGF. Both of these reviews are scheduled for			
Green	**FP**	**1/10/2003**	**00**	
	First scheduled National Review is the New Mexico SLGC. A debriefing meeting is set for Wednesday, 1.22.2003.			
Green	**FP**	**12/27/2002**	**00**	
	Teams and schedules established. National reviews will commence on Monday, 01.06.2003.			
Green	**FP**	**12/13/2002**	**00**	
	FY03 Review List completed and review teams assigned.			
5	Risk Management and Default Prevention Strategies			
Green	**STU**	**1/24/2003**	**32**	
	Sent letters to several Guaranty Agenices requesting a sharing of information of Best Practices. Received a positive response from 3 major "players". Reviewing calendar ro set up initial sharing meeting. A library of best practices gathered by Collections Dept. during the past year with visits to GAs is forthcoming this month. A integrated approach plan for Portfolio/Risk Management will be drafted no later than 3/15/03.			
5.1	Demonstrate improved risk management and default prevention strategies			

Priority#	Channel	Action Item

Milestone#	Action Item			
		Channel	Status Date	%Complete
	Green	STU	1/24/2003	32
		Sent letters to several Guaranty Agenices requesting a sharing of information of Best Practices. Received a positive response from 3 major "players". Reviewing calendar ro set up initial sharing meeting. A library of best practices gathered by Collections Dept. during the past year with visits to GAs is forthcoming this month. A integrated approach plan for Portfolio/Risk Management will be drafted no later than 3/15/03.		
	Green	STU	1/10/2003	05
		NO CHANGE		
	Green	STU	12/27/2002	05
		Action plans are being refined to insure and validate the integrated approach for scope, success measurements, internal and external participants.		

12 **STU** *Develop and standardize an integrated contract management approach that utilizes performance measures that are directly linked to the business case objectives*

Milestone#	Action Item			
5	Establish outcome-based performance measures and framework for FSA and partners to manage performance			
	Yellow	STU	2/7/2003	05
		Please see project #12 update for details.		
	Yellow	STU	1/24/2003	05
		Current Status -- Performance measures framework was being established around CRM4FSA. Due to project cancellation, the Students Channel will work with Acquisitions and Contracts Performance to determine a viable alternative and next steps.		
	Green	STU	1/10/2003	05
		NO CHANGE		
	Green	STU	12/27/2002	05
		Project initiated on 10/2/02.		
5.1	Convene Performance Measures Working Group			

Milestone#	*Action Item*		
	Channel	*Status Date*	*%Complete*
Yellow	**STU**	**2/7/2003**	**05**
	Please see project #12 update for details.		
Yellow	**STU**	**1/24/2003**	**05**
	Current Status -- Performance measures framework was being established around CRM4FSA. Due to project cancellation, the Students Channel will work with Acquisitions and Contracts Performance to determine a viable alternative and next steps.		
Green	**STU**	**1/10/2003**	**05**
	NO CHANGE		
Green	**STU**	**12/27/2002**	**05**
	NO CHANGE		
Green	**STU**	**12/13/2002**	**05**
	A Performance Measures Working Group was established with representatives from the entire FSA enterprise. To date, three meetings have occurred.		
5.2	Develop industry best practice framework to manage performance		
Yellow	**STU**	**2/7/2003**	**05**
	Please see project #12 update for details.		
Yellow	**STU**	**1/24/2003**	**05**
	Current Status -- Performance measures framework was being established around CRM4FSA. Due to project cancellation, the Students Channel will work with Acquisitions and Contracts Performance to determine a viable alternative and next steps.		
Green	**STU**	**1/10/2003**	**05**
	NO CHANGE		
Green	**STU**	**12/27/2002**	**05**
	NO CHANGE		

Priority#	Channel	Action Item

Milestone#	Action Item	Channel	Status Date	%Complete
		Green	STU	12/13/2002	05
		Initial work has included developing an inventory of all customer interaction performance measures from current contracts. The inventory has been drafted, and measuers are now being categorized.		
5.3	Pilot proposed framework on measuring customer interaction			
		Yellow	STU	2/7/2003	05
		Please see project #12 update for details.		
		Yellow	STU	1/24/2003	05
		Current Status -- Performance measures framework was being established around CRM4FSA. Due to project cancellation, the Students Channel will work with Acquisitions and Contracts Performance to determine a viable alternative and next steps.		

Priority#	Channel	Action Item
14	FSAU	*Develop and/or implement workforce alignment (business processes, skills, etc.) initiatives and actions to support FSA performance goals and One-ED objectives*

Milestone#	Action Item	Channel	Status Date	%Complete
1	Begin to align with/participate in One-ED			
		Green	FSAU	2/21/2003	80
		NO CHANGE		
		Green	HR	2/21/2003	50
		Working/collaborating with One-Ed as apprpropriate		
		Green	FSAU	2/7/2003	80
		No Change. The One-ED team still expects to present their final report on a date in February to be determined.		
		Green	FSAU	1/24/2003	80
		The team is at the last stage of preparing a business case analysis. They are scheduled to present their final report to the EMT in mid-February.		
		Green	FSAU	12/27/2002	50
		The One-ED team is finalizing the business case analysis.		

Milestone#	*Action Item*			
	Channel		*Status Date*	*%Complete*
Green	**FSAU**		**12/13/2002**	**10**
	Participation in One-ED is ongoing. The FSAU team has completed its process mapping and benchmarking, and is preparing the business case analysis.			
Green	**HR**		**12/13/2002**	**10**
	Assigned two HR employees to work on Department One Ed team (6 month details).			
10	Add the career counseling component to FSA Career Zone			
Green	**HR**		**2/7/2003**	**50**
	DSG and ICP approved funding. Will work with C&A to develop SOW			
Green	**HR**		**1/24/2003**	**50**
	Funding for career counselors have approved and set aside . Next step is to collaborate to with Contracts and Acquisitions to develop SOW.			
Green	**HR**		**12/13/2002**	**10**
	Presented business case to DSG for obtaining services of career counselors for Career Zone. Career Zone space for career counselors approximately 75% completed.			
10.1	Obtain adequate funding			
Green	**HR**		**2/21/2003**	**100**
	DSG approved funding in weekly meeting.			
Green	**HR**		**2/7/2003**	**100**
	Funding approved by ICP			
Yellow	**HR**		**1/24/2003**	**25**
	Will present business case to DSG on 1/30/03.			
11	Ensure availability of physical space for service providers			

Priority# Channel Action Item

Milestone#	*Action Item*		
	Channel	*Status Date*	*%Complete*
Green	**HR**	**2/7/2003**	**75**
	Space on 7th floor approx. 80% complete. May need to find alternate location in UPC		
3	Define HR systems requirements and work with ED (Time and Attendance, Retirement)		
Green	**HR**	**12/13/2002**	**10**
	Attended two meetings with FSA and Dept personnel regarding futureHR systems automation needs.		
4	Align functions, unit configuration, and work responsibilities with new system integration and technology solutions		
Green	**FP**	**2/21/2003**	**00**
	No update for this reporting period.		
Green	**FP**	**2/7/2003**	**00**
	No update for this reporting period. Waiting for announcement of kick-off meeting.		
Yellow	**STU**	**2/7/2003**	**00**
	The students channel no longer has this need due to CRM4FSA is not being funded - and that was the "driver" for this action item. Another "driver" was CSB (Common Services for Borrowers), in Student Credit Management. Since SCM is moving to Borrower Services in the reorganization, the Students Channel has no role. We will continue to support FSAU and HR, and use their resources as appropriate, but we no longer will need to report.		
Green	**FP**	**1/24/2003**	**00**
	No update for this reporting period.		
Green	**CIO**	**1/10/2003**	**10**
	NO CHANGE		
Green	**STU**	**1/10/2003**	**05**
	NO CHANGE		

Milestone#	*Action Item*		
	Channel	*Status Date*	*%Complete*
Green	**STU**	**12/27/2002**	**05**
	Student's representatives and reporting personel have been assigned.		
Green	**CIO**	**12/13/2002**	**00**
	CIO Mgt held two initial meetings the week of 12/2/02 working on this issue. A follow-up meeting is scheduled for 1/15/03.		
5	Expand Career Zone (CZ) offerings to include new system and technology solutions		
Green	**FSAU**	**2/21/2003**	**20**
	NO CHANGE		
Green	**FSAU**	**2/7/2003**	**20**
	A CZ tech class on COD is scheduled for February 25. Opening of the CZ facility is still expected in March.		
Green	**FSAU**	**1/24/2003**	**10**
	Business case for the Career Zone was approved. CZ Tech classes continue along with other skill exchanges. The official opening of the Career Zone facility in Union Center Plaza is tentatively scheduled for March.		
Green	**FSAU**	**12/27/2002**	**10**
	Awaiting business case approval		
Green	**FSAU**	**12/13/2002**	**10**
	Awaiting business case approval. However, several milestones are already in progress: The Career Zone tech courses are ongoing, and the first course in "Title IV Basics" for staff that will be offered through the CZ is in development. Topic is the Pell Grant Program.		
5.1	Expand Career Zone offering to include Title IV basics - programs, delivery system, negotiated rulemaking. Build and deliver "Partnering for Performance" sessions		
Green	**FSAU**	**2/21/2003**	**20**
	NO CHANGE		

Milestone#	*Action Item*		
	Channel	*Status Date*	*%Complete*
Green	**FSAU**	**2/7/2003**	**20**
	A regulatory update session for UCP staff was presented on January 28. A new class on basic Federal Acounting is scheduled to begin in February. The class consists of ten, morning-long sessions that will be offered over a course of ten weeks.		
Green	**FSAU**	**1/24/2003**	**10**
	A regulatory update session for UCP staff is scheduled for January 28. One of Franklin Covey's professional development clasees, "Four Roles of Leadership," was recently offered. Introductory Title IV program courses are under development,		
6	Review, update and use the FSA skills catalog		
Green	**FSAU**	**2/7/2003**	**10**
	NO CHANGE		
Green	**FSAU**	**1/24/2003**	**10**
	The business case was approved, and meetings are underway to determine strategy.		
Green	**FSAU**	**12/27/2002**	**10**
	Awaiting business case approval		
Green	**FSAU**	**12/13/2002**	**10**
	Awaiting business case approval. However, several milestones are already in progress: The Career Zone tech courses are ongoing, and the first course in "Title IV Basics" for staff that will be offered through the CZ is in development. Topic is the Pell Grant Program.		
6.1	Review and update FSA skills catalog		
Green	**FSAU**	**2/7/2003**	**00**
	NO CHANGE		
Green	**FSAU**	**1/24/2003**	**00**
	Start date TBD.		
6.2	Conduct gap analyses based on skills catalog (business units TBD)		

Milestone#	*Action Item*		
	Channel	*Status Date*	*%Complete*
Green	**FSAU**	**2/7/2003**	**00**
	NO CHANGE		
Green	**FSAU**	**1/24/2003**	**00**
	Start date TBD.		
6.3	Provide learning opportunities to fill skills gaps		
Green	**FSAU**	**2/7/2003**	**00**
	NO CHANGE		
Green	**FSAU**	**1/24/2003**	**00**
	Start date TBD.		
7	Develop learning track for case management teams		
Green	**FSAU**	**2/21/2003**	**20**
	The project team completed a milestone plan for five competencies in the learning track. Development of curriculum begins in early March and will be ongoing.		
Green	**FSAU**	**2/7/2003**	**15**
	NO CHANGE		
Green	**FSAU**	**1/24/2003**	**15**
	The Case Manager Learning Track project team held a check-in meeting with Schools Channel management on the work completed to date. The validity of the approach was confirmed, and a milestone plan is under development.		
Green	**FSAU**	**12/27/2002**	**10**
	awaits business case approval		

Milestone#	*Action Item*		
	Channel	*Status Date*	*%Complete*
Green	**FSAU**	**12/13/2002**	**10**
	The Case Management learning track is well underway. Much of the research and analysis of job-specific skills has been accomplished, and the course developers are working closely with the clients to identify other skills.		
7.1	Conduct research and analysis of skills needed to perform specific jobs		
Green	**FSAU**	**2/21/2003**	**80**
	Research and analysis of skills is nearly complete for the Data Analysis learning track.		
Green	**FSAU**	**2/7/2003**	**10**
	NO CHANGE		
Green	**FSAU**	**1/24/2003**	**10**
	Skill analyses are underway. An assessment of the data analysis portion has been completed.		
7.2	Create the curriculum, focusing on "data driven" approach		
Green	**FSAU**	**2/21/2003**	**05**
	Curriculum development is beginning for five competencies in the learning track: identify, retrieve, analyze, apply, and present data. Learning methods will include online tools, job aids, and videoconferencing.		
Green	**FSAU**	**2/7/2003**	**00**
	NO CHANGE		
Green	**FSAU**	**1/24/2003**	**00**
	Start date TBD.		
7.3	Conduct skills assessment		
Green	**FSAU**	**2/21/2003**	**00**
	No change.		

Milestone#	*Action Item*		
	Channel	*Status Date*	*%Complete*
Green	**FSAU**	**2/7/2003**	**00**
	NO CHANGE		
Green	**FSAU**	**1/24/2003**	**00**
	Start date TBD.		
7.4	Provide learning options to fill gaps		
Green	**FSAU**	**2/21/2003**	**00**
	No change.		
Green	**FSAU**	**2/7/2003**	**00**
	NO CHANGE		
Green	**FSAU**	**1/24/2003**	**00**
	Start date TBD.		
8	Align Manager Excellence Training to focus on Performance and Accountability		
Green	**FSAU**	**2/21/2003**	**15**
	At its Feb. 14th meeting, the Management Council gave its endorsement to continuing "Leadership" Excellence in FY'03 and asked FSAU to come back with a more detailed plan in 2-3 weeks. The Management Council is tentatively scheduled for March 27th for the first of a series of kickoff sessions for all FSA managers that will be held between April and June.		
Green	**FSAU**	**2/7/2003**	**15**
	On February 14, FSA University is scheduled to make a presentation to the Management Council on the Manager Excellence program for 2003.		
Green	**FSAU**	**1/24/2003**	**10**
	NO CHANGE		

Priority#	Channel	Action Item		
		Milestone#	**Action Item**	
			Channel	**Status Date**	**%Complete**
			Green	FSAU	12/27/2002	10
				NO CHANGE		
			Green	FSAU	12/13/2002	10
				The business case for the managers' program has been partially approved.		
15	COO	*Implement integrated project management oversight for FSA's system integration initiatives*				
		1	Provide program management support for FSA system integration and new technology solution initiatives			
			Green	COO	1/24/2003	70
				Monitoring all active and pending Accenture Task Orders		
		1.1	Issue a task order under the Modernization Partner Contract to ensure continued support for integration, leadership, direction setting, reporting and contract/subcontract management			
			Yellow	COO	1/24/2003	85
				Restructuring Integration Leadership based task orders and waiting for final proposal,		
		2	Formalize FSA Integration Group			
			Green	SCH	2/7/2003	100
				FSA Integration Group was formalized in today's Management Council meeting.		
			Yellow	SCH	1/24/2003	50
				GM, Schools, and COO still need to meet to finalize the charter and proposed list of members, as far we know. When that happens, Pct. Complete will go from 50 to 100%. We are showing status as yellow, not red, because the original core group (though not yet formalized as far as we know) continues to meet and make decisions.		
			Green	SCH	1/10/2003	50
				The core group that has historically met about integration has convened, written and reviewed a charter, met with the COO, and compiled a list of suggested members. The final draft is now with Kay, who will meet with the COO soon to finalize.		

Priority# Channel Action Item

Milestone#	*Action Item*		
	Channel	*Status Date*	*%Complete*
Green	**SCH**	**12/27/2002**	**20**
	NO CHANGE		
Green	**SCH**	**12/13/2002**	**20**
	COO is reviewing enterprise proposal now.		

16 **CIO** *Define an enterprise-wide data strategy and high-level implementation approach that addresses the business flow of data across the enterprise, architecture, primary ownership, standards, management, access methods, and quality*

1 Identify the strategic focus areas necessary to develop a cohesive enterprise-wide data strategy

Yellow	**CIO**	**2/21/2003**	**10**

The draft task order of the Enterprise Data Strategy (#123) has been delivered to Keith Wilson and the team leaders for review. Request for extension of the authority to proceed(ATP) for additional three weeks was submitted to Contracts and Acquisitions to give FSA sufficient time to review TO and map deliverables to FSAs' Statement of Objectives and Strategic Plan #16 requirements. A high level project plan was included in the draft TO for review. The Kickoff meeting was snowed out on Wednesday, February 19th and rescheduled for Wednesday, February 26th @ 2p.m. in Accenture Conference rm 221 A,B & C.

Green	**CIO**	**1/24/2003**	**05**

Remains On hold pending senior management discussion and direction. This activity is one component of the overall action item 16. A draft Statement of Objectives (SOO) for contractor resources that includes this activity was written by the EITM data team. Establishment of the core stategy team is required for this task. A draft Statement of Objectives (SOO) for contractor resources was written by the EITM data team. This SOO also addressed sub action items related to the overall data strategy document and activities under 16.2 including the mapping of business flows, data inventories, redundant data analysis and summary, and the completion of a target state assessment for business data integration. The development and content of this statement of focus will need to be addressed with the cross functional project team. Achieving the performance plan target date of 1/31/03 was contigent on acquiring this contract support in sufficient time for product delivery. Accenture provided FSA with proposal for overall data strategy effort prior to receipt of SOO developed by EITM.

2 Collaborate with all internal Department stakeholders and external stakeholders to identify business needs and requirements with respect to the data provided to FSA by others, provided by FSA to others, and managed by FSA

Yellow	**CIO**	**2/21/2003**	**10**

The draft task order of the Enterprise Data Strategy (#123) has been delivered to Keith Wilson and the team leaders for review. Request for extension of the authority to proceed(ATP) for additional three weeks was submitted to Contracts and Acquisitions to give FSA sufficient time to review TO and map deliverables to FSAs' Statement of Objectives and Strategic Plan #16 requirements. A high level project plan was included in the draft TO for review. The Kickoff meeting was snowed out on Wednesday, February 19th and rescheduled for Wednesday, February 26th @ 2p.m. in Accenture Conference rm 221 A,B & C.

Priority# Channel Action Item

Milestone#	*Action Item*		
	Channel	*Status Date*	*%Complete*
Green	**FP**	**2/21/2003**	**00**
	Original kick-off meeting was canceled and rescheduled. Kick-off meeting will now take place on Wednesday, 2.26.2003.		
Green	**FP**	**2/7/2003**	**00**
	Kick-off meeting conducted on Wednesday, 2.6.2003.		
Yellow	**SCH**	**2/7/2003**	**50**
	Cross-functional team has been established. Team leads have been selected, and kickoff meeting has been held. Those are very positive indicators. However, this milestone will read yellow until the estimated Percent Complete bears a closer relation to the percent of days elapsed in the total reporting period, and we are more confident that the Completion Date deadline can be met.		
Green	**CIO**	**1/24/2003**	**05**
	Remains On hold pending senior management discussion and direction. Key mangers listed as responsible persons under action item 16 were contacted on Dec. 20, 2002 and all agreed to constitute the core cross-functional data strategy team. The formal cross-functional team kick-off meeting that was scheduled for Jan. 13, 2003 was cancelled. Accenture provided FSA with proposal for overall data strategy effort prior to receipt of SOO developed by EITM.		
Green	**FP**	**1/24/2003**	**00**
	No update for this reporting period.		
Yellow	**SCH**	**1/24/2003**	**50**
	Although the 16.2 planned Completion Date is 6/30/03, we have gone to yellow on this milestone. The Success Measure column includes a soft date of 12/31/02 for this milestone, it wasn't met, and we haven't heard that this has been addressed definitively. GM-Schools, and the new CIO have met together and with the COO, to try to ensure that the technology and business functions partner productively this year. However, this team is not set as far as we know, and that is holding up milestone activity under project 16.		
Yellow	**CIO**	**1/10/2003**	**05**
	The SOO to address the the overall data strategy document and activities under 16.2 including the mapping of business flows, data inventories, redundant data analysis and summary, and the completion of a target state assessment for business data integration is being formulated. Key mangers were contacted on Dec. 20, 2002 and all agreed to constitute the core cross-functional data strategy team. Additional membership was discussed and additional particpant names were suggested by the core team members. Due to holiday leave schedules, the first formal cross-functional team kick-off meeting is scheduled for Jan. 13, 2003. Additional membership will be solicited to help ensure enterprise representation for these cross-cutting efforts and key contractor personnel will be included in future meetings as appropropriate. The final development and content of the overall data strategy SOO will be addressed with the cross functional project team during meetings the week of Jan. 13. Achieving the target date of 1/31/03 is contigent on acquiring contract support in sufficient time for product delivery. Therefore, for this reporting period, the overall status of 16 is being reported as yellow.		

Milestone#	*Action Item*		
	Channel	*Status Date*	*%Complete*
Green	**STU**	**1/10/2003**	**05**
	NO CHANGE		
Green	**STU**	**12/27/2002**	**05**
	A Comprehensive Work Plan is being developed and FSA project team has been established.		
2.1	Map the current state and future state business flow of data, as applicable, across the enterprise		
Yellow	**CIO**	**2/21/2003**	**10**
	The draft task order of the Enterprise Data Strategy (#123) has been delivered to Keith Wilson and the team leaders for review. Request for extension of the authority to proceed(ATP) for additional three weeks was submitted to Contracts and Acquisitions to give FSA sufficient time to review TO and map deliverables to FSAs' Statement of Objectives and Strategic Plan #16 requirements. A high level project plan was included in the draft TO for review. The Kickoff meeting was snowed out on Wednesday, February 19th and rescheduled for Wednesday, February 26th @ 2p.m. in Accenture Conference rm 221 A,B & C.		
Green	**FP**	**2/21/2003**	**00**
	Original kick-off meeting was canceled and rescheduled. Kick-off meeting will now take place on Wednesday, 2.26.2003.		
Green	**FP**	**2/7/2003**	**00**
	Kick-off meeting conducted on Wednesday, 2.6.2003.		
Green	**CIO**	**1/24/2003**	**05**
	Remains On hold pending senior management discussion and direction. This activity is one component of the overall action item 16. A draft Statement of Objectives (SOO) for contractor resources that includes this activity was written by the EITM data team. Establishment of the core stategy team is required for this task. Accenture provided FSA with proposal for overall data strategy effort prior to receipt of SOO developed by EITM.		
Green	**FP**	**1/24/2003**	**00**
	No update for this reporting period.		
2.11	Inventory legacy/operational data, including different databases and data stores, to identify redundancy		

Milestone#	*Action Item*		
	Channel	*Status Date*	*%Complete*
Yellow	**CIO**	**2/21/2003**	**10**
	The draft task order of the Enterprise Data Strategy (#123) has been delivered to Keith Wilson and the team leaders for review. Request for extension of the authority to proceed(ATP) for additional three weeks was submitted to Contracts and Acquisitions to give FSA sufficient time to review TO and map deliverables to FSAs' Statement of Objectives and Strategic Plan #16 requirements. A high level project plan was included in the draft TO for review. The Kickoff meeting was snowed out on Wednesday, February 19th and rescheduled for Wednesday, February 26th @ 2p.m. in Accenture Conference rm 221 A,B & C.		
Green	**FP**	**2/21/2003**	**00**
	Original kick-off meeting was canceled and rescheduled. Kick-off meeting will now take place on Wednesday, 2.26.2003.		
Green	**FP**	**2/7/2003**	**00**
	Kick-off meeting conducted on Wednesday, 2.6.2003.		
Green	**CIO**	**1/24/2003**	**05**
	Remains On hold pending senior management discussion and direction. IPC and Department approval obtained. This activity is one component of the overall action item 16. A draft Statement of Objectives (SOO) for contractor resources that includes this activity was written by the EITM data team. Accenture provided FSA with proposal for overall data strategy effort prior to receipt of SOO		
Green	**FP**	**1/24/2003**	**00**
	No update for this reporting period.		
2.12	Determine where business data should be integrated		
Yellow	**CIO**	**2/21/2003**	**10**
	The draft task order of the Enterprise Data Strategy (#123) has been delivered to Keith Wilson and the team leaders for review. Request for extension of the authority to proceed(ATP) for additional three weeks was submitted to Contracts and Acquisitions to give FSA sufficient time to review TO and map deliverables to FSAs' Statement of Objectives and Strategic Plan #16 requirements. A high level project plan was included in the draft TO for review. The Kickoff meeting was snowed out on Wednesday, February 19th and rescheduled for Wednesday, February 26th @ 2p.m. in Accenture Conference rm 221 A,B & C.		
Green	**FP**	**2/21/2003**	**00**
	Original kick-off meeting was canceled and rescheduled. Kick-off meeting will now take place on Wednesday, 2.26.2003.		

Milestone#	*Action Item*		
	Channel	*Status Date*	*%Complete*
Green	**FP**	**2/7/2003**	**00**
	Kick-off meeting conducted on Wednesday, 2.6.2003.		
Green	**CIO**	**1/24/2003**	**05**
	Remains On hold pending senior management discussion and direction. IPC and Department approval obtained. This activity is one component of the overall action item 16. A draft Statement of Objectives (SOO) for contractor resources that includes this activity was written by the EITM data team. Establishment of the core stategy team is required for this task. Accenture provided FSA with proposal for overall data strategy effort prior to receipt of SOO developed by EITM.		
Green	**FP**	**1/24/2003**	**00**
	No update for this reporting period.		
2.2	Develop requirements and initial design for Common Identifiers for School and Students.		
Yellow	**SCH**	**2/7/2003**	**05**
	Because the cross functional team has been established (16.2), we expect that work can begin shortly and will proceed rapidly, based on experience gained through COD. Those are very positive indicators. However, this milestone will read yellow until the estimated Percent Complete bears a closer relation to the percent of days elapsed in the total reporting period, and we are more confident that the Completion Date deadline can be met.		
Green	**CIO**	**1/24/2003**	**05**
	Status not know - being handled by schools/students channel		
Yellow	**SCH**	**1/24/2003**	**05**
	Although planned completion date is 6/30/03, we think this is now yellow because the cross-functional project team (16.2) has not been definitively established. This milestone is dependent upon the mobilization of that team.		
Green	**SCH**	**1/10/2003**	**05**
	NO CHANGE		
Green	**SCH**	**12/27/2002**	**05**
	Although the formal cross-functional project team has not been finalized, extensive planning and discussion with Students/Application Processing and other enterprise offices occurred during 2002. We expect that this planning will mean the cross-functional team is not starting from scratch in January 2003, and have upgraded the % complete to 5%.		

Milestone#	*Action Item*		
	Channel	*Status Date*	*%Complete*
Green	**SCH**	**12/13/2002**	**02**

This milestone and 11.3.1.2 both involve a common identifier piece that can only appear in one place, once the FSA integration group has been finalized and these milestones are vetted by it. Anticipated start date is based on the FSA IPC's having approved the draft business case addressing the establishment of the cross-functional project team.

3 Determine Current Data Quality and Establish Target State Plan and Quality Assurance Process

Yellow	**CIO**	**2/21/2003**	**10**

The draft task order of the Enterprise Data Strategy (#123) has been delivered to Keith Wilson and the team leaders for review. Request for extension of the authority to proceed(ATP) for additional three weeks was submitted to Contracts and Acquisitions to give FSA sufficient time to review TO and map deliverables to FSAs' Statement of Objectives and Strategic Plan #16 requirements. A high level project plan was included in the draft TO for review. The Kickoff meeting was snowed out on Wednesday, February 19th and rescheduled for Wednesday, February 26th @ 2p.m. in Accenture Conference rm 221 A,B & C.

Green	**CIO**	**1/24/2003**	**05**

Remains On hold pending senior management discussion and direction. IPC and Department approval obtained. This activity is one component of the overall action item 16. A high level project plan was drafted by the EITM data team for future presentation to the FSA data quality committee that will be established as part of sub action 16.3. Accenture provided FSA with proposal for overall data strategy effort prior to receipt of SOO developed by EITM.

3.1 Evaluate and identify data quality problems and identify correct source of data

Yellow	**CIO**	**2/21/2003**	**10**

The draft task order of the Enterprise Data Strategy (#123) has been delivered to Keith Wilson and the team leaders for review. Request for extension of the authority to proceed(ATP) for additional three weeks was submitted to Contracts and Acquisitions to give FSA sufficient time to review TO and map deliverables to FSAs' Statement of Objectives and Strategic Plan #16 requirements. A high level project plan was included in the draft TO for review. The Kickoff meeting was snowed out on Wednesday, February 19th and rescheduled for Wednesday, February 26th @ 2p.m. in Accenture Conference rm 221 A,B & C.

Green	**CIO**	**1/24/2003**	**05**

Remains On hold pending senior management discussion and direction. This activity is one component of the overall action item 16. A high level project plan was drafted by the EITM data team for future presentation to the FSA data quality committee that will be established as part of sub action 16.3. Accenture provided FSA with proposal for overall data strategy effort prior to receipt of SOO developed by EITM.

3.2 Develop a data cleansing plan based on cost, value and urgency

Milestone#	*Action Item*		
	Channel	*Status Date*	*%Complete*
Yellow	**CIO**	**2/21/2003**	**10**

The draft task order of the Enterprise Data Strategy (#123) has been delivered to Keith Wilson and the team leaders for review. Request for extension of the authority to proceed(ATP) for additional three weeks was submitted to Contracts and Acquisitions to give FSA sufficient time to review TO and map deliverables to FSAs' Statement of Objectives and Strategic Plan #16 requirements. A high level project plan was included in the draft TO for review. The Kickoff meeting was snowed out on Wednesday, February 19th and rescheduled for Wednesday, February 26th @ 2p.m. in Accenture Conference rm 221 A,B & C.

Green	**CIO**	**1/24/2003**	**05**

Remains On hold pending senior management discussion and direction. This activity is one component of the overall action item 16. A high level project plan was drafted by the EITM data team for future presentation to the FSA data quality committee that will be established as part of sub

3.3 Develop and administer a data quality process which ensures the FSA projects implement enterprise data standards and quality standards

Yellow	**CIO**	**2/21/2003**	**10**

The draft task order of the Enterprise Data Strategy (#123) has been delivered to Keith Wilson and the team leaders for review. Request for extension of the authority to proceed(ATP) for additional three weeks was submitted to Contracts and Acquisitions to give FSA sufficient time to review TO and map deliverables to FSAs' Statement of Objectives and Strategic Plan #16 requirements. A high level project plan was included in the draft TO for review. The Kickoff meeting was snowed out on Wednesday, February 19th and rescheduled for Wednesday, February 26th @ 2p.m. in Accenture Conference rm 221 A,B & C.

Green	**CIO**	**1/24/2003**	**05**

Remains On hold pending senior management discussion and direction. This activity is one component of the overall action item 16. A high level project plan was drafted by the EITM data team for future presentation to the FSA data quality committee that will be established as part of sub action 16.3. Accenture provided FSA with proposal for overall data strategy effort prior to receipt of SOO developed by EITM.

3.4 Establish an FSA data quality committee comprised of both business and technical subject matter experts to ensure that enterprise data standards are addressed within each project

Yellow	**CIO**	**2/12/2003**	**10**

The draft task order of the Enterprise Data Strategy (#123) has been delivered to Keith Wilson and the team leaders for review. Request for extension of the authority to proceed(ATP) for additional three weeks was submitted to Contracts and Acquisitions to give FSA sufficient time to review TO and map deliverables to FSAs' Statement of Objectives and Strategic Plan #16 requirements. A high level project plan was included in the draft TO for review. The Kickoff meeting was snowed out on Wednesday, February 19th and rescheduled for Wednesday, February 26th @ 2p.m. in Accenture Conference rm 221 A,B & C.

Milestone#	*Action Item*			
	Channel	*Status Date*	*%Complete*	
Green	**CIO**	**1/24/2003**	**05**	
	Remains On Hold pending senior management discussion and direction. IPC and Department approval obtained. The composition of and logistics required to form an FSA enterprise data quality committee will need to be addressed by the cross-functional data strategy team. Accenture provided FSA with proposal for overall data strategy effort prior to receipt of SOO developed by EITM.			
4	Develop an enterprise-wide extensible markup language (XML) Technical Architecture Framework to enhance data sharing and standardization with our external customers			
Yellow	**CIO**	**2/21/2003**	**10**	
	The draft task order of the Enterprise Data Strategy (#123) has been delivered to Keith Wilson and the team leaders for review. Request for extension of the authority to proceed(ATP) for additional three weeks was submitted to Contracts and Acquisitions to give FSA sufficient time to review TO and map deliverables to FSAs' Statement of Objectives and Strategic Plan #16 requirements. A high level project plan was included in the draft TO for review. The Kickoff meeting was snowed out on Wednesday, February 19th and rescheduled for Wednesday, February 26th @ 2p.m. in Accenture Conference rm 221 A,B & C.			
Yellow	**SCH**	**2/7/2003**	**05**	
	Because the cross functional team has been established (16.2), we expect that work can begin shortly and will proceed rapidly, based on experience gained through COD. Those are very positive indicators. However, this milestone will read yellow until the estimated Percent Complete bears a closer relation to the percent of days elapsed in the total reporting period, and we are more confident that the Completion Date deadline can be met.			
Green	**CIO**	**1/24/2003**	**05**	
	A draft technical proposal for this and related XML action item activities was received from Accenture and reviewed by the EITM data team. EITM provided Students Channel project managent verbal and written input to this draft on Jan. 22.			
Yellow	**SCH**	**1/24/2003**	**05**	
	Although planned completion date is 3/31/03, we think this is now yellow because the cross-functional project team (16.2) has not been definitively established. This milestone is dependent upon the mobilization of that team.			
Yellow	**CIO**	**1/10/2003**	**05**	
	The XML Framework Statement of Objectives (SOO) to obtain contractor support for item 16.4 has been finalized.			
Green	**SCH**	**1/10/2003**	**05**	
	NO CHANGE			

Milestone# Action Item

	Channel	*Status Date*	*%Complete*
Green	**SCH**	**12/27/2002**	**05**

Although the formal cross-functional project team has not been finalized, extensive planning and discussion with Students/Application Processing and other enterprise offices occurred during 2002. We expect that this planning will mean the cross-functional team is not starting from scratch in January 2003, and have upgraded the % complete to 5%.

Green	**SCH**	**12/13/2002**	**02**

The cross functional team must meet in order to finish planning for the XML milestones, for the following reasons:

- The scope is expanding from one system (COD) to the enterprise, increasing complexity and project risk and thus necessitating enterprise-wide planning.
- Because FSA is collaborating with the higher ed standard-setting bodies whose members (schools, servicers, GAs) hold student Title IV data in common with FSA and are on parallel XML development tracks, the team will need to check direction with those bodies to ensure sufficient alignment.

4.1 Develop an XML framework including: and FSA XML Vision, XML standards, governance process, methodology, XML technical core components, sector libraries, and schemas

Yellow	**CIO**	**2/21/2003**	**10**

The draft task order of the Enterprise Data Strategy (#123) has been delivered to Keith Wilson and the team leaders for review. Request for extension of the authority to proceed(ATP) for additional three weeks was submitted to Contracts and Acquisitions to give FSA sufficient time to review TO and map deliverables to FSAs' Statement of Objectives and Strategic Plan #16 requirements. A high level project plan was included in the draft TO for review. The Kickoff meeting was snowed out on Wednesday, February 19th and rescheduled for Wednesday, February 26th @ 2p.m. in Accenture Conference rm 221 A,B & C.

Yellow	**SCH**	**2/7/2003**	**05**

Because the cross functional team has been established (16.2), we expect that work can begin shortly and will proceed rapidly, based on experience gained through COD. Those are very positive indicators. However, this milestone will read yellow until the estimated Percent Complete bears a closer relation to the percent of days elapsed in the total reporting period, and we are more confident that the Completion Date deadline can be met.

Green	**CIO**	**1/24/2003**	**05**

A draft technical proposal for this and related XML action item activities was received from Accenture and reviewed by the EITM data team. EITM provided Students Channel project managent verbal and written input to this draft on Jan. 22.

Yellow	**SCH**	**1/24/2003**	**05**

Although planned completion date is 3/31/03, we think this is now yellow because the cross-functional project team (16.2) has not been definitively established. This milestone is dependent upon the mobilization of that team.

4.2 Develop an integrated sequencing plan that identifies when and how each initiative will implement the XML framework as part of an overall enterprise data integration plan

Priority# Channel Action Item

Milestone# Action Item

	Channel	*Status Date*	*%Complete*
Yellow	**CIO**	**2/21/2003**	**10**

The draft task order of the Enterprise Data Strategy (#123) has been delivered to Keith Wilson and the team leaders for review. Request for extension of the authority to proceed(ATP) for additional three weeks was submitted to Contracts and Acquisitions to give FSA sufficient time to review TO and map deliverables to FSAs' Statement of Objectives and Strategic Plan #16 requirements. A high level project plan was included in the draft TO for review. The Kickoff meeting was snowed out on Wednesday, February 19th and rescheduled for Wednesday, February 26th @ 2p.m. in Accenture Conference rm 221 A,B & C.

Yellow	**SCH**	**2/7/2003**	**05**

Because the cross functional team has been established (16.2), we expect that work can begin shortly and will proceed rapidly, based on experience gained through COD. Those are very positive indicators. However, this milestone will read yellow until the estimated Percent Complete bears a closer relation to the percent of days elapsed in the total reporting period, and we are more confident that the Completion Date deadline can be met.

Green	**CIO**	**1/24/2003**	**05**

A draft technical proposal for this and related XML action item activities was received from Accenture and reviewed by the EITM data team. EITM provided Students Channel project managent verbal and written input to this draft on Jan. 22.

Yellow	**SCH**	**1/24/2003**	**05**

Although planned completion date is 3/31/03, we think this is now yellow because the cross-functional project team (16.2) has not been definitively established. This milestone is dependent upon the mobilization of that team.

4.3 Establish Common Record XML format

Yellow	**CIO**	**2/21/2003**	**10**

The draft task order of the Enterprise Data Strategy (#123) has been delivered to Keith Wilson and the team leaders for review. Request for extension of the authority to proceed(ATP) for additional three weeks was submitted to Contracts and Acquisitions to give FSA sufficient time to review TO and map deliverables to FSAs' Statement of Objectives and Strategic Plan #16 requirements. A high level project plan was included in the draft TO for review. The Kickoff meeting was snowed out on Wednesday, February 19th and rescheduled for Wednesday, February 26th @ 2p.m. in Accenture Conference rm 221 A,B & C.

Yellow	**SCH**	**2/7/2003**	**05**

Because the cross functional team has been established (16.2), we expect that work can begin shortly and will proceed rapidly, based on experience gained through COD. Those are very positive indicators. However, this milestone will read yellow until the estimated Percent Complete bears a closer relation to the percent of days elapsed in the total reporting period, and we are more confident that the Completion Date deadline can be met.

Priority# Channel Action Item

Milestone# Action Item

	Channel	*Status Date*	*%Complete*
Green	**CIO**	**1/24/2003**	**05**

A draft technical proposal for this and related XML action item activities was received from Accenture and reviewed by the EITM data team. EITM provided Students Channel project managent verbal and written input to this draft on Jan. 22.

Yellow	**SCH**	**1/24/2003**	**05**

Although planned completion date is 3/31/03, we think this is now yellow because the cross-functional project team (16.2) has not been definitively established. This milestone is dependent upon the mobilization of that team.

4.4 Identify initial requirements and initial design for XML Institutional Student Information Report (ISIR)

Yellow	**CIO**	**2/21/2003**	**10**

The draft task order of the Enterprise Data Strategy (#123) has been delivered to Keith Wilson and the team leaders for review. Request for extension of the authority to proceed(ATP) for additional three weeks was submitted to Contracts and Acquisitions to give FSA sufficient time to review TO and map deliverables to FSAs' Statement of Objectives and Strategic Plan #16 requirements. A high level project plan was included in the draft TO for review. The Kickoff meeting was snowed out on Wednesday, February 19th and rescheduled for Wednesday, February 26th @ 2p.m. in Accenture Conference rm 221 A,B & C.

4.5 Complete development activities to implement XML for ISIR for 2004-05

Green	**STU**	**1/24/2003**	**15**

16.4.5 - Expanding the Common Record to include ISIR data furthers the concept of standard reusable blocks of similar data that are shared across business processes and will permit real-time transfer of information between delivery partners, operating partners, and FSA and support improved service and program integrity. It will also reduce the number of technologies required by delivery partners to participate in FSA programs reducing administrative burden. Future users of the new format will be FSA, its operating partners, and every post-secondary school and financial partner administering federal financial aid programs. The data sharing through XML will integrate in other integration initiatives and allow all partners in the financial aid delivery process to standardize

Green	**STU**	**1/10/2003**	**05**

NO CHANGE

Green	**STU**	**12/27/2002**	**05**

NO CHANGE

Milestone#	*Action Item*		
	Channel	*Status Date*	*%Complete*
Green	STU	12/13/2002	05

Expanding the Common Record to include ISIR data furthers the concept of standard reusable blocks of similar data that are shared across business processes and will permit real-time transfer of information between delivery partners, operating partners, and FSA and support improved service and program integrity. It will also reduce the number of technologies required by delivery partners to participate in FSA programs reducing administrative burden. Future users of the new format will be FSA, its operating partners, and every post-secondary school and financial partner administering federal financial aid programs. The data sharing through XML will integrate in other integration initiatives and allow all partners in the financial aid delivery process to standardize communication

5 Develop integrated Data warehouse and data mart strategy

Yellow	CIO	2/21/2003	10

The draft task order of the Enterprise Data Strategy (#123) has been delivered to Keith Wilson and the team leaders for review. Request for extension of the authority to proceed(ATP) for additional three weeks was submitted to Contracts and Acquisitions to give FSA sufficient time to review TO and map deliverables to FSAs' Statement of Objectives and Strategic Plan #16 requirements. A high level project plan was included in the draft TO for review. The Kickoff meeting was snowed out on Wednesday, February 19th and rescheduled for Wednesday, February 26th @ 2p.m. in Accenture Conference rm 221 A,B & C.

Green	CIO	1/24/2003	05

Remains On hold pending senior management discussion and direction. This activity is one component of the overall action item 16. A draft Statement of Objectives (SOO) for contractor resources that includes this activity was written by the EITM data team. Establishment of the core stategy team is required for this task. Accenture provided FSA with proposal for overall data strategy effort prior to receipt of SOO developed by EITM.

5.1 Develop Data Warehouse and Data Mart Vision

Yellow	CIO	2/21/2003	10

The draft task order of the Enterprise Data Strategy (#123) has been delivered to Keith Wilson and the team leaders for review. Request for extension of the authority to proceed(ATP) for additional three weeks was submitted to Contracts and Acquisitions to give FSA sufficient time to review TO and map deliverables to FSAs' Statement of Objectives and Strategic Plan #16 requirements. A high level project plan was included in the draft TO for review. The Kickoff meeting was snowed out on Wednesday, February 19th and rescheduled for Wednesday, February 26th @ 2p.m. in Accenture Conference rm 221 A,B & C.

Green	CIO	1/24/2003	05

Remains On hold pending senior management discussion and direction. This activity is one component of the overall action item 16. A draft Statement of Objectives (SOO) for contractor resources that includes this activity was written by the EITM data team. Establishment of the core stategy team is required for this task. Accenture provided FSA with proposal for overall data strategy effort prior to receipt of SOO developed by EITM.

Milestone#	*Action Item*		
	Channel	*Status Date*	*%Complete*
5.2	Develop Data Warehouse and Data Mart Framework		
Yellow	**CIO**	**2/21/2003**	**10**
	The draft task order of the Enterprise Data Strategy (#123) has been delivered to Keith Wilson and the team leaders for review. Request for extension of the authority to proceed(ATP) for additional three weeks was submitted to Contracts and Acquisitions to give FSA sufficient time to review TO and map deliverables to FSAs' Statement of Objectives and Strategic Plan #16 requirements. A high level project plan was included in the draft TO for review. The Kickoff meeting was snowed out on Wednesday, February 19th and rescheduled for Wednesday, February 26th @ 2p.m. in Accenture Conference rm 221 A,B & C.		
Green	**CIO**	**1/24/2003**	**05**
	Remains On hold pending senior management discussion and direction. This activity is one component of the overall action item 16. A draft Statement of Objectives (SOO) for contractor resources that includes this activity was written by the EITM data team. Establishment of the core stategy team is required for this task. Accenture provided FSA with proposal for overall data strategy effort prior to receipt of SOO developed by EITM.		
5.3	Develop technical standards and guidelines		
Yellow	**CIO**	**2/21/2003**	**10**
	The draft task order of the Enterprise Data Strategy (#123) has been delivered to Keith Wilson and the team leaders for review. Request for extension of the authority to proceed(ATP) for additional three weeks was submitted to Contracts and Acquisitions to give FSA sufficient time to review TO and map deliverables to FSAs' Statement of Objectives and Strategic Plan #16 requirements. A high level project plan was included in the draft TO for review. The Kickoff meeting was snowed out on Wednesday, February 19th and rescheduled for Wednesday, February 26th @ 2p.m. in Accenture Conference rm 221 A,B & C.		
Green	**CIO**	**1/24/2003**	**05**
	Remains On hold pending senior management discussion and direction. This activity is one component of the overall action item 16. Accenture provided FSA with proposal for overall data strategy effort prior to receipt of SOO developed by EITM.		
5.4	Develop a strategy for enterprise wide data sharing and distribution (data storage, management and access rights)		
Yellow	**CIO**	**2/21/2003**	**10**
	The draft task order of the Enterprise Data Strategy (#123) has been delivered to Keith Wilson and the team leaders for review. Request for extension of the authority to proceed(ATP) for additional three weeks was submitted to Contracts and Acquisitions to give FSA sufficient time to review TO and map deliverables to FSAs' Statement of Objectives and Strategic Plan #16 requirements. A high level project plan was included in the draft TO for review. The Kickoff meeting was snowed out on Wednesday, February 19th and rescheduled for Wednesday, February 26th @ 2p.m. in Accenture Conference rm 221 A,B & C.		

Priority# Channel Action Item

Milestone# Action Item

	Channel	*Status Date*	*%Complete*
Green	**CIO**	**1/24/2003**	**05**

Remains On Hold pending senior management discussion and direction. A high level project plan for action item 16.5 and its sub action items was developed by the EITM data team. It will need to be presented for input and review to the FSA cross functional data strategy team once they are established and convene. Project dependencies will need to be addressed by the overall data strategy project manager and/or this enterprise group. Establishment of the core stategy team and subcommittees is pending management discussion and direction. Accenture provided FSA with proposal for overall data strategy effort prior to receipt of SOO developed by EITM.

6 Develop technical standards, conventions, and data management guidelines

Yellow	**CIO**	**2/21/2003**	**10**

The draft task order of the Enterprise Data Strategy (#123) has been delivered to Keith Wilson and the team leaders for review. Request for extension of the authority to proceed(ATP) for additional three weeks was submitted to Contracts and Acquisitions to give FSA sufficient time to review TO and map deliverables to FSAs' Statement of Objectives and Strategic Plan #16 requirements. A high level project plan was included in the draft TO for review. The Kickoff meeting was snowed out on Wednesday, February 19th and rescheduled for Wednesday, February 26th @ 2p.m. in Accenture Conference rm 221 A,B & C.

7 Review Security and Privacy Procedures and revise as necessary

Yellow	**CIO**	**2/21/2003**	**10**

Part of TO 120. No due date established. No other task depends on this. Draft updated security policy being reviewed.

Red	**CIO**	**12/13/2002**	**00**

Requested date change from 9/30/03 to 12/31/03.

18 **CIO** *Create an overall FSA integrated security and privacy architecture*

1 Convene FSA security and privacy architecture working group and provide support for meetings and deliberations

Green	**CIO**	**1/24/2003**	**05**

Current plan is to avoid a separate group and make this a task of the "Integration Group". Security Architecture task not yet awarded.

2 Review past work plan and update the plan with the latest business and technical developments that are applicable

Milestone#	*Action Item*		
	Channel	*Status Date*	*%Complete*
Green	**CIO**	**1/24/2003**	**05**
	Central task is developing security/technology baseline -- what systems (hw/sw) are located where and how are they connected/protectee? Security Architecture task not yet awarded.		
Green	**CIO**	**1/10/2003**	**05**
	Date change from 12/31/02 to 2/28/03 was accepted during IPC on 1/8/03.		
Yellow	**CIO**	**12/13/2002**	**00**
	Requested date change from 12/31/02 to 2/28/03.		
3	Integrate FSA needs with Departmental and government wide initiatives (e.g. Critical Infrastructure Protection, Enterprise Architecture, eAuthentication, etc.)		
Green	**CIO**	**1/24/2003**	**05**
	Definitiion of security architecture framework will explicitly include Critical Infrastructure Protection and eGov/eAuth components Security Architecture task not yet awarded.		
Green	**CIO**	**1/10/2003**	**05**
	Date change from 12/31/02 to 3/31/03 was accepted during IPC on 1/8/03.		
Yellow	**CIO**	**12/13/2002**	**00**
	Requested date change from 12/31/02 to 3/31/03		
4	Recommend technical approaches to each of the security services (e.g., encryption, authentication, etc.) required by FSA (and partner organizations)		
Green	**CIO**	**2/21/2003**	**00**
	Security Architecture task not yet awarded.		
Green	**CIO**	**1/24/2003**	**05**
	Dependent on outcome of 18.1 Security Architecture task not yet awarded.		
5	Identify and estimate the cost of all FSA projects that will require modification to fit within the proposed enterprise security/privacy standards		

Priority# Channel Action Item

Milestone#	*Action Item*		
	Channel	*Status Date*	*%Complete*
Green	**CIO**	**2/21/2003**	**00**
	Security Architecture task not yet awarded.		
Green	**CIO**	**1/24/2003**	**05**
	Dependent on outcome of 18.1 Security Architecture task order not yet awarded.		
Green	**CIO**	**1/10/2003**	**05**
	Date change from 3/31/03 to 4/30/04 was accepted during IPC on 1/8/03.		
Yellow	**CIO**	**12/13/2002**	**00**
	Requested date change from 3/31/03 to 4/30/04.		
6	Implement 1 or more proof-of-concept infrastructure impvmnts, w/intention to develop identity mgt infrastructure (enrollment, use of school/lender XML identity credentials, SSO) to support bus-facing (school/lender/GA, not PIN-based student/borrower) apps		
Green	**CIO**	**2/21/2003**	**00**
	None		
Green	**CIO**	**1/24/2003**	**05**
	Project plan for this element is impossible. All activity under this task dependent on completing first phase of 18.1 Security Architecture task (not yet awarded).		