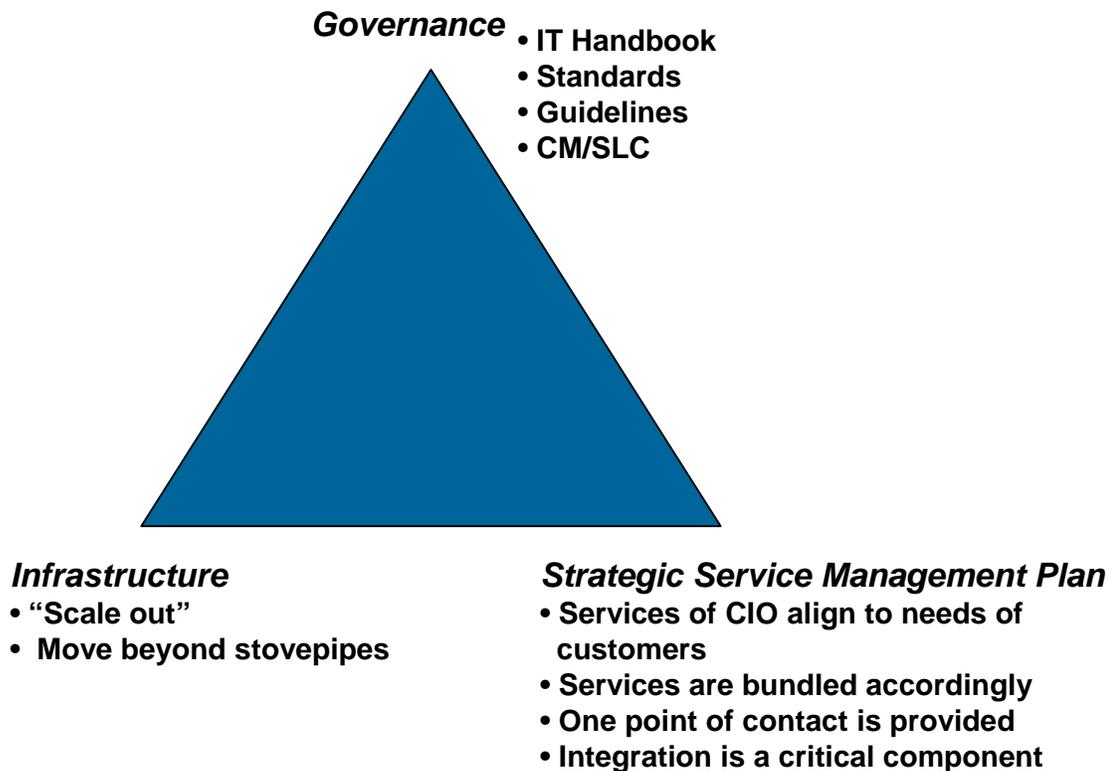


***Topics of Discussion:***

- 360 Feedback Discussion: Senior Leadership Team
- Q12 results
- Core Offerings and Services
- “To-Be” Organizational State
- Chic Thompson
- Ray Binder
- Action Planning
- Wrap-up

***Introduction by Steve:***



***CIO “To Be” State:***

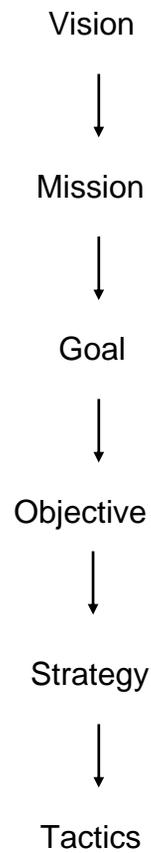
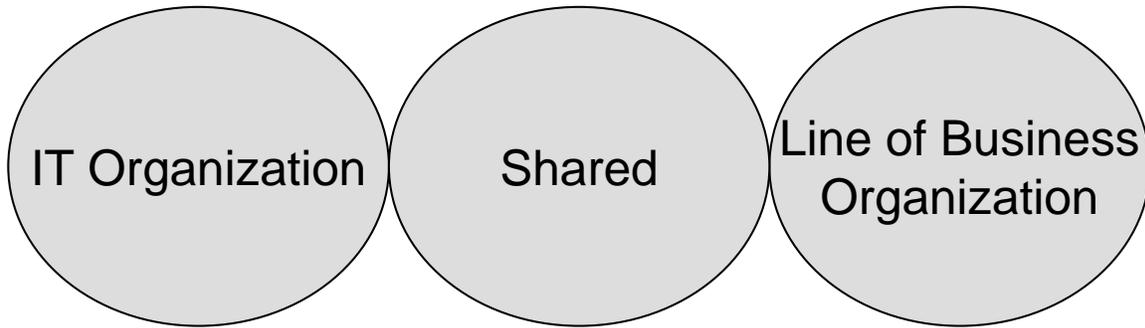
- See attached presentation

***Chic Thompson: Be Curious First***

- Learning is Stretching = Innovation
- Adults stop asking why after two iterations – should ask “why” no less than five times
- Einstein:
  - “ I have no special gift. I am just passionately curious”.
  - Rules he set for himself:
    - Look for a second right answer
    - Look from a different perspective
    - Look for a different answer this year
- The “right” people are curious first, critical second
- How you interact in the first four minutes not the first ten, will dictate your interaction for the rest of the day
- 83% of self talk is negative
  - Worrier (over thinks everything)
  - Critic
  - Dreamer
  - Counselor (rationalizes)
  - Cheerleader (encourages the impossible)

***Ray Binder Presentation***

Case Study: The IT system that couldn't deliver  
**IT Governance: Interstate Highway Model:**

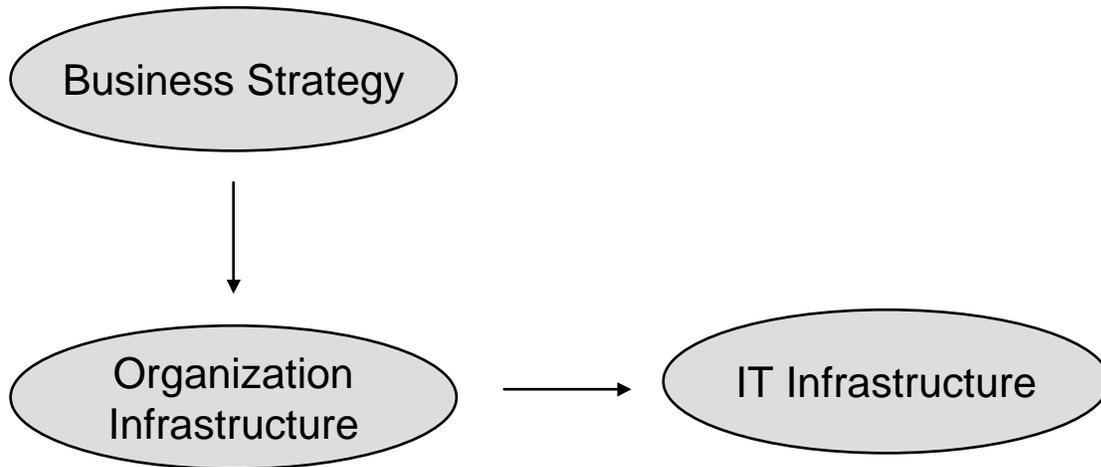


**CIO Strategies:**

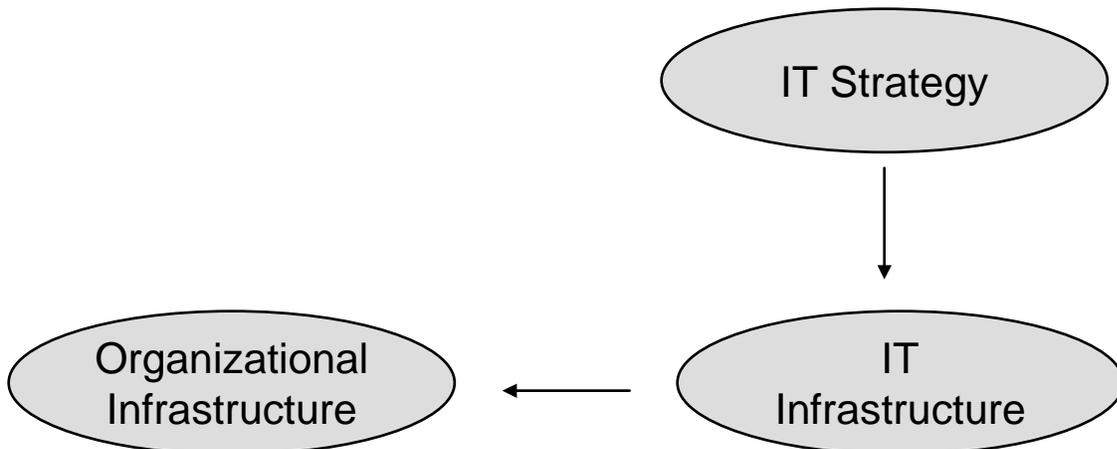
- Low cost provider
- Product innovator
- Operationally excellent

**Strategic Alignment Model:** IBM Systems Journal “ Strategic Alignment”

**Strategy Execution Perspective**



**Service Line Perspective**



**Ray Binder Continued...**

- IT organization should mirror the business unit it supports
- Pull-based IT environment (eGovernment/power to the edge)
- Ideas are the currency of the future
- Make visions visible
- Problem solving happens in one of three ways:
  - Thinking first
  - Doing first
  - Seeing first
  
- How to Move Plans to Action
  - The Balanced Scorecard
    - Clarify and translate vision and strategy
    - Communicate and link strategies, objectives and measures
    - Plan, set targets and align strategies and initiatives
    - Enhance strategic feedback and learning
  
- Six Determinants of a cost/value relationship
  - Physical product (tangible)
  - Service (intangible)
  - Image (tangible)
  - Price (tangible)
  - Psychological Cost (intangible)
  - Time and Effort (intangible)
  
- Criteria for a Successful Partnership
  - Mutual Benefit
  - Commitment
  - Predisposition to working together
  
- How to make a Partnership work:
  - Shared knowledge
  - Organizational linkage
  - Different competencies & expertise

**Action Planning Activity:**

**Contracting, Finance and Administration: Action Planning**

To provide services to better enable the effective management of projects. This includes project definition, acquisitions, defining expectations & outcomes, communication and oversight.

<b>5 Key Actions</b>	<b>Measures</b>	<b>Desired Outcomes</b>	<b>Barriers</b>	<b>Strategies/Resources</b>	<b>Timeline</b>
Select 10 project managers and have them certified	Sufficient # of project managers to support projects	Projects on schedule within budget, meeting performance outcomes using standards and tools	FTE Resources being selected	10 people	1 year
Determine CIO's role in providing COR's role for enterprise areas	COR's are available when needed	COR's role is clearly defined	Training needs  FTE Management strategy	Steve talks to Management Council	Role = 30 days Training = 4 - 6 months
Develop and maintain inventory of licenses & assets  Strategy for negotiating costs	Accurate records  Better forecasting  No gaps in service	License costs are reduced	Licenses spread across organization (sometimes require ED/CIO approval)	Coordinate & assign ownership across FSA and ED when appropriate	6 months
Assess needs fro SLAs across the enterprise  Develop model SLAs	SLAs are in place where needed & accurately define performance expectations	Performance expectations are met  Metrics and standards are in place	May require contract mods and additional funding  Research needed for models  Training for FTEs	<ul style="list-style-type: none"> <li>- Assign ownership</li> <li>- Coordinate across FSA</li> <li>- Begin research</li> <li>- Seek help from partners</li> </ul>	Assess in 3 months Implement in 6-12 months

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Contracting, Finance and Administration Continued...

Develop strategy for tracking problems, & special equipment/software needs		Balanced Scorecards		Use Rational/HEAT (compare tools)	30 days
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**Business Alignment and Planning: Action Planning**

Establishes and maintains an integrated IT portfolio, enterprise architecture strategy & objectives. To improve customer service through management of the enterprise architecture better enabling CIO to work collaboratively with the Business Units to maximize opportunities and exploit new technologies.

<b>5 Key Actions</b>	<b>Measures</b>	<b>Desired Outcomes</b>	<b>Barriers</b>	<b>Strategies/ Resources</b>	<b>Timeline</b>
Align IT Strategy with Business Strategy	Documented alignment and sign-off form stakeholders	Aligned Strategy	Availability of Business Strategy	Engage business units in joint business and IT Strategy development	3-6 months
Develop detailed service catalog (Here is what we do)	Online service measures use of catalog	Assessing catalog on extranet/ intranet	Time Budget Lack of business understanding	Build a business case  Use internal resources (interns)	3-6 months
Develop and Implement a communication plan	Achievement of the plan milestones	Stakeholder buy-in	Time Budget Availability of SMEs Crafting the message	Partner with FSA Comms  Use contractors  Various comm. vehicles	3-6 months
Organization realignment & training plan	All positions staffed and working with the FSA operating partners	The right staff trained to provide the services	Lack of appropriate personnel	Look for personnel outside of CIO	3-6 months
Ignite a proactive and forward looking AWG	Degree of engagement - Output – white papers, identification of business outcomes	Accelerating rate of improved capabilities through technology	Availability of SMEs	Leverage external alliances and partners	

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Business Alignment and Planning Continued...

	Customer Satisfaction survey provides favorable response to process and tools	Business Channels take ownership of process and tools - "Create the pull"			
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**Infrastructure Delivery: Action Planning**

Provides operational support for the delivery of federal student aid systems.

<b>5 Key Actions</b>	<b>Measures</b>	<b>Desired Outcomes</b>	<b>Barriers</b>	<b>Strategies/ Resources</b>	<b>Timeline</b>
Communication Plan (Communicate to affected parties definition of functions)	Timely and Concise	Clear Understanding	Failure to fully understand change	FSA net	3-6 months
Right-sizing Organization	Implement human capital plan	Reduced expense  Right Workforce	Lack of action by Senior Management  Union	Money to implement Human Capital Plan	
Evangelizing benefits of common services	Increase utilization of common infrastructure	Reduced cost  Faster time to market  Reduced rework & changes	Not invented here	Good communication  Strategic Focus  Senior Sponsorship	
Project future capacity planning for common services	Transaction growth  Formal process to collect data	Meet Business SLAs	Failure of business to provide accurate projections		
Work with owners of data to ensure data quality	Good measures of data quality	Good % increase	Lack Staff	Correct staff	
Change control group (enterprise)	No problems	Coordinated change meeting in enterprise	Time	ECM Tools and resources	

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**Security and Privacy: Action Planning**

Helps FSA to build and operate systems worthy of trust...to resolve problems when they occur and prevent issues from occurring again.

<b>5 Key Actions</b>	<b>Measures</b>	<b>Desired Outcomes</b>	<b>Barriers</b>	<b>Strategies/ Resources</b>	<b>Timeline</b>
Complete FSA Security document	Document	Document	Department	Mod Partner Team	90-180 days
Update FSA Privacy Act Notice	Federal Register Notice	Consolidated Notice	Staff	Intern	90-180 days
Recruit & Train Matrix Team	8-10 CIO Staff cross-trained in security and privacy	Team	Good people in demand	2 hour training sessions "Baseball caps"	90-180 days
Channel Visits to expand team	Every channel, at least quarterly	Channel support for security and privacy team	Channel disinterest	Work with SSOS, COS, Channel leads	90-180 days
Visuals to tie security to students and parents		All team able to relate security and privacy to FSA customers	Compliance Obsession	FSA Communication – photo archives	90-180 days

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**Quality and Standards: Action Planning**

Enables repeatable processes & standards designed to provide management visibility into the technical work areas and to ensure effective lines of communication.

<b>5 Key Actions</b>	<b>Measures</b>	<b>Desired Outcomes</b>	<b>Barriers</b>	<b>Strategies/Resources</b>	<b>Timeline</b>
Train SMEs to coach/mentor projects on quality and standards	5 coaches and mentors	Appropriate number of SMEs to support project efforts	Resources not identified or trained	Train/develop SMEs & Coaches	6 months
Establish a marketing plan to get the word out to projects	General awareness of services available	Channel awareness and use of processes and tools	Channel “buy-in” and understanding of value provided	Communication Champion	7 months
Checklist and quick reference guide for project managers	Customer review to validate use of guide  Successful projects using tools	Easy access to tools and processes	Resources and budget		
Develop metrics for all areas in standards and tools	Scorecard on use of standards and tools	Channels recognize value and use processes and tools			
Enable consulting service program to support project teams on use of process/standards tools	# Of projects requesting services	All IT Projects use process & standards to achieve quality solutions	Time & Duration		
	Customer Satisfaction survey provides favorable response to process and tools	Business Channels take ownership of process and tools - “Create the pull”			

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**Architecture: Action Planning**

To be defined...

<b>5 Key Actions</b>	<b>Measures</b>	<b>Desired Outcomes</b>	<b>Barriers</b>	<b>Strategies/ Resources</b>	<b>Timeline</b>

***Budget Discussions:***

Total Costs: \$630,883,787

Personnel: \$ 96,638,530

- Authorities being requested include:
  - Early-out
  - Buy-out
  - Incentives

All of these requests are pending within Dept of ED

- CIO Budget Direction
  - Travel: Reduce sot by 25%
  - Printing: Move to eCommerce
  - Training: Encourage web courses
  - Other services: Project/Rank the CIO top “must have”

***Wrap up:***

- Customer value points:
  - Availability
  - Reliability
  - Cost Effectiveness
  - Driven by program needs
- “Should know the channels’ business. In order to do that key resources should be aligned to the channels”.

***Key Take Away Messages:***

1. The Deputy Team reviewed the results of our 360-degree feedback. The results were very helpful in helping us learn more about ourselves as leaders. Thank you for your input. We will be using this information to create our leadership development plans, with the help of a team coach.
2. The entire team reviewed our Gallup Q12 (employee satisfaction) results – which continue to show positive momentum. We brainstormed possible contributing factors & improvement opportunities. We look forward to getting further input and involvement from you on how we can continue to make this a great place to work.
3. The team looked at our service offerings and identified new opportunities to better position what we do with our customers. We reached consensus on key elements in each of our service areas and drilled down to the next level on actions and metrics to move each area forward. We will continue this conversation & we will be soliciting your input.
4. Finally, we discussed various ways for improving our service delivery. We looked at alternative service delivery channels and discussed ways to improve the way we work. The conversation will continue over the next several months. You will receive more information on these ideas as they take shape.