

July 17, 2001

TO: Dottie Kingsley
FROM: Howard W. Bell, Jr.
RE: Some thoughts on PAD mission

The following is an attempt to summarize my understanding of the missions of the Performance Measures Division and the Program Analysis Division.

Performance Measures Division uses surveys and other data gathering methods to gauge outcomes like customer and employee satisfaction and reductions in unit costs over time. The Performance Measures division compares these results with the results of similar institutions and uses this information to provide management and other reports that enable SFA's leadership to measure how well it is meeting its customer satisfaction, employee satisfaction, and unit cost reduction goals.

Program Analysis Division provides its internal customers--the SFA Chief Operating Officer, the Financial Partners, Schools, and Students Channels, and Enterprises Offices--with analyses they can use individually and collectively to proactively modify processes for improving customer and employee satisfaction and reducing unit costs. Analyzes done by the Program Analysis Division also ensure program integrity by evaluating: 1) whether programs are achieving their intended purpose; 2) how well the programs are being delivered; and 3) if the programs are doing "the right thing". The Program Analysis Division collects, integrates, and analyzes information from a number of sources that include: 1) the survey and other data generated by the Performance Measures Division; 2) front-line, real time feedback measurement systems at the interface points with SFA's student, financial institution, and school customers; 3) customer profile information; and 4) data collected from private sector and other government sources. The Program Analysis Division performs its analyzes by working with internal and external experts, teaming with and coordinating the efforts of other SFA analysts.

The number and type of analyses that the Program Analysis Division can pursue will be dictated by the needs of its internal customers. An example of analyses it can perform in the areas of ensuring program integrity and reducing unit costs while maintaining and/or improving customer and employee satisfaction are:

1. **Ensure program integrity** by quantifying the level of fraudulent reporting of Pell grant applicant income levels and the receptivity of students, schools, and financial partners to alternative approaches to reducing fraudulent reporting.
2. **Reduce unit costs** while maintaining and/or improving customer and employee satisfaction by analyzing the receptivity of students, schools, and financial partners to alternative approaches for handling a "single-point-of-contact service" that ensures easy access to information on the terms, conditions, and outstanding balances of all outstanding obligations for each student account.