



UNITED STATES DEPARTMENT OF EDUCATION

December 18, 2019

Mr. Austin Evers
American Oversight
1030 15th Street, NW
Suite B255
Washington, DC 20005

Re: **Appeal 19-00039-A (FOIA Request No. 19-00916-F)**

Dear Mr. Evers:

I am writing in response to your letter dated June 14, 2019, appealing the U.S. Department of Education's (Department) response to your February 14, 2019, request for records submitted pursuant to the Freedom of Information Act (FOIA), 5 U.S.C. § 522.

Background

Your FOIA request sought access to the following records:

- A. All records reflecting communications (including emails, email attachments, text messages, messages on messaging platforms (such as Slack, GChat or Google Hangouts, Lync, Skype, or WhatsApp), telephone call logs, calendar invitations, calendar entries, meeting notices, meeting agendas, informational material, any handwritten or electronic notes taken during any oral communications, summaries of any oral communications, or other materials) between (a) Deputy Secretary Mitchell "Mick" Zais or any person communicating on his behalf and (b) any of the individuals or entities listed below:
 - 1. Team IA (including but not limited to any person using an email address ending in eamia.com)
 - 2. William Lowndes III
 - 3. Campus Technologies LLC (including but not limited to any person using an email address ending in campustechnologies.com)
 - 4. David Adelman
 - 5. Andrew Marshall
 - 6. Super Duper Inc. (including but not limited to any person using an email address ending in superduperinc.com)
 - 7. Webber Ventures
 - 8. Thomas or Sharon Webber
 - 9. Joe Edens Jr.
- B. All email communications (including emails, email attachments, calendar invitations, and calendar entries) between (a) Deputy Secretary Mitchell "Mick" Zais or any person

communicating on his behalf and (b) any person representing Newberry College, including but not limited to any person using an email address ending in newberry.edu.

- C. All email communications (including emails, email attachments, calendar invitations, and calendar entries) between (a) Deputy Secretary Mitchell “Mick” Zais or any person communicating on his behalf and (b) any of the individuals or entities listed below:
1. Jim DeMint
 2. Citizens for Self-Governance (including but not limited to any person using an email address ending in @selfgovern.com)
 3. Conservative Partnership Institute (including but not limited to any person using an email address ending in @conservativepartnership.org)
 4. Sen. Lindsey Graham or any member of his staff (including but not limited to any person using an email address ending in lgraham.senate.gov)
 5. Sen. Tim Scott or any member of his staff (including but not limited to any person using an email address ending in scott.senate.gov)
 6. Any person using an email address ending in @mail.house.gov
 7. Sally Atwater
 8. Any person representing the office of the governor of South Carolina (including but not limited to any person using an email address ending in @governor.sc.gov)
 9. Any person representing the South Carolina Department of Education (including but not limited to any person using an email address ending in @ed.sc.gov)
- D. All final decision memoranda, directives, guidance, or other documents reflecting final decisions regarding any reorganization or restructuring of the Department of Education or any of its offices, including any redistribution of funds within the Department associated with any restructuring, drafted by, signed or otherwise approved by, sent from, sent to, or copied to Deputy Secretary Mitchell “Mick” Zais, or otherwise located in the physical or electronic files of Deputy Secretary Zais.

You requested all responsive records from May 16, 2018, through the date of search.

By letter dated March 19, 2019 letter, the Department advised you that, after a search of its files, the Office of the Deputy Secretary was unable to locate any documents that were responsive to your request. Your appeal challenging the adequacy of the Department’s search ensued.

Determination on Appeal

Based on a careful review of the information at issue in your appeal and applicable legal precedent, I have determined that the Department failed to perform an adequate search. Therefore, I am granting your appeal. The reason for my decision is set forth below.

Discussion

Your appeal challenges the adequacy of the Department's search. You argue that "[i]t is difficult to believe that Deputy Secretary Zais would have no contact with an institution he used to lead that is subject to regulation and oversight by Education, if for no reason other than well wishes by former colleagues upon his entry into this significant role in the department." You also argue in the same letter "with respect to American Oversight's request for records related to the reorganization, restructuring, and or [sic] redistribution of funds within the Department...it is difficult to believe Mr. Zais would have no records related to this subject matter, given his role as Education's CFO, would likely be charged with any restructuring or reorganization of the Department, as well as overseeing any associated redistribution of funds." You requested that the Department "[c]onduct adequate searches for the records American Oversight requested...and [p]rovide American Oversight with information about the search terms and methods used and the record and location and custodians used."

FOIA requires that the Department search locations where records are reasonably likely to be found. *Oglesby v. U.S. Dep't of the Army*, 920 F.2d 57, 68 (D.C. Cir. 1990). The adequacy of a FOIA search is determined not by the fruits of the search, but by the appropriateness of the methods used to carry out the search. *Iturralde v. Comptroller of Currency*, 315 F.3d 311, 315 (D.C. Cir. 2003). To ensure that the Department's search encompassed all locations where responsive records were reasonably likely to be located, the Department remanded this request to the Office of the Secretary (OS) to conduct an additional search for documents responsive to your request.¹ OS conducted an additional search using the following search criteria:

Search Parameters Collection #1:

Custodians:

Andrew Letsch
Martha Davis
Deputy Secretary Zais

Date Range:

May 16, 2018 through February 25, 2019

Search Terms (or statements):

Team IA
@teamia.com
William Lowndes, III
Campus Technologies, LLC
@campustechnologies.com
David Adelman

¹ The Office of the Deputy Secretary is now in the Office of the Secretary.

Andrew Marshall
Super Duper Inc.
@superduperinc.com
Webber Ventures
Thomas Webber
Sharon Webber
Joe Edens Jr.
William Best
Data Recognition Corporation
@datarecognitioncorp.com
Susan Engeleiter
Russ Hagen
PASCO
@pasco.com
Paul Stokstad
Richard Escott
Wayne Grant
Marion Cato
Wayland Cato
John Cato
Newberry College
@newberry.edu
Jim DeMint
Citizens for Self-Governance
@selfgovern.com
Conservative Partnership Institute
@conservativepartnership.org
Lindsey Graham
Senator Graham
@lgraham.senate.gov
Senator Scott
Tim Scott
@scott.senate.gov
@mail.house.gov
Sally Atwater
@governor.sc.gov
@ed.sc.gov

Search Parameters Collection #2:

Custodians:

Andrew Letsch
Martha Davis
Deputy Secretary Zais

Date Range:

May 16, 2018 through February 25, 2019

Search Terms (or statements):

Reorganization

Restructuring

Redistribution

“ED Reform”

“Executive Order 13781”

“EO 13781”

“Comprehensive Plan for Reorganizing the Executive Branch”

After conducting an additional search, OS was able to locate **62** pages responsive to your request. These pages are being provided to you with portions withheld under Exemption 5, 5 U.S.C. § 552(b)(5)², to the extent that the records reflect internal discussions and/or thought processes, Exemption 6, 5 U.S.C. § 552(b)(6)³, to the extent that they contain personally identifiable information, such as personal email addresses, personal cell phone numbers, and signature.

For these reasons outlined above, I am granting your appeal.

Notice of Further Rights

You have the right to seek assistance and/or dispute resolution services from the Department’s FOIA Public Liaison or the Office of Government Information Services (OGIS). The FOIA Public Liaison is responsible, among other duties, for assisting in the resolution of FOIA disputes. OGIS, which is outside the Department of Education, offers mediation services to resolve disputes between FOIA requesters and Federal agencies as a non-exclusive alternative to appeals or litigation.

They can be contacted by:

Mail	FOIA Public Liaison Office of the Executive Secretariat U.S. Department of Education 400 Maryland Ave., SW Washington, DC 20202-4536	Office of Government Information Services National Archives and Records Administration 8601 Adelphi Road Room 2510 College Park, MD 20740-6001
E-mail	robert.wehausen@ed.gov	OGIS@nara.gov
Phone	202-205-0733	301-837-1996; toll free at 1-877-684-6448
Fax	202-401-0920	301-837-0348

² Exemption 5 protects “inter-agency or intra-agency memorandums or letters which would not be available by law to a party other than an agency in litigation with the agency.” 5 U.S.C. § 522(b)(5). It encompasses the deliberative process privilege, the attorney work-product privilege, and the attorney-client privilege. *NLRB v. Sears Roebuck & Co.*, 421 U.S. 132 (1975); *Mapother v. DOJ*, 3 F.3d 1533 (D.C. Cir. 1993).

³ Exemption 6 protects information about individuals contained in records which, if released, would constitute a clearly unwarranted invasion of the personal privacy.

You have the right to appeal the denial of any portions of the **62** pages that are being provided to you. You must submit any appeal within 90 calendar days after the date of this letter. Using the services described above does not affect your right, or the deadline, to pursue an appeal. An appeal must be in writing and must include a detailed statement of all legal and factual bases for the appeal; it should be accompanied by a copy of this letter, the initial letter of request, and any documentation that serves as evidence or supports the argument you wish the Department to consider in resolving your appeal.

Appeals may be submitted using the on-line form available at
www.ed.gov/policy/gen/leg/foia/foia-appeal-form.pdf.

Appeals can also be submitted by:

E-mail: EDFOIAappeals@ed.gov

Fax: 202-401-0920

Mail: Appeals Office
Office of the Executive Secretariat
U.S. Department of Education
400 Maryland Avenue, SW
Washington, DC 20202-4536

If you are dissatisfied with my action on your appeal, you may file a lawsuit in accordance with 5 U.S.C. § 552(a)(4)(B).

Sincerely,



Tracey St. Pierre
Chief FOIA Officer

Enclosure

From: Don, John (Scott) <John_Don@scott.senate.gov>
Sent: Tuesday, May 22, 2018 3:10 PM
To: Davis, Martha
Cc: Kelly, Brie (Scott)
Subject: RE: Contact Information for Deputy Secretary Zais

Thanks Gerren (moving to bcc).

I appreciate both of yalls quick responses!

Martha, thank you for reaching out. I am looping-in our Scheduler Brie Kelly so that she might be able to work with you in finding an agreeable time for a phone call.

Thanks for your help!

- John

John Don

Office of Senator Tim Scott (R-SC)
717 Hart Senate Office Building | Washington, DC 20510
Phone: (202) 224-6121 | Fax: (202) 228-5143
john_don@scott.senate.gov
www.scott.senate.gov

From: Davis, Martha [mailto:Martha.Davis@ed.gov]
Sent: Tuesday, May 22, 2018 3:08 PM
To: Don, John (Scott)
Cc: McHam, Gerren
Subject: RE: Contact Information for Deputy Secretary Zais

Thanks, Gerren.

Hi John – I am happy to work with you in setting something up. Please let me know what works best with the Senator, we can be pretty flexible on our end.

Martha

From: McHam, Gerren
Sent: Tuesday, May 22, 2018 3:06 PM
To: Don, John (Scott)
Cc: Davis, Martha
Subject: RE: Contact Information for Deputy Secretary Zais

Connecting you with Martha Davis.

Martha, Senator Scott of SC would like to set up a call with General Zais.

I will let you both take it from here.

Best,
Gerren

From: Don, John (Scott) [mailto:John_Don@scott.senate.gov]
Sent: Tuesday, May 22, 2018 3:04 PM
To: McHam, Gerren
Subject: Contact Information for Deputy Secretary Zais

Hi Gerren!

I hope you are doing well! Senator Scott wanted to call and congratulate Dep. Sec. Zais on his having been confirmed to serve in the Department last week. Would you be able to direct me to his scheduler?

Thanks for your help!

- John

John Don
Office of Senator Tim Scott (R-SC)
717 Hart Senate Office Building | Washington, DC 20510
Phone: (202) 224-6121 | Fax: (202) 228-5143
john_don@scott.senate.gov
www.scott.senate.gov

From: Davis, Martha <Martha.Davis@ed.gov>
Sent: Tuesday, May 22, 2018 4:11 PM
To: Kelly, Brie (Scott); Don, John (Scott)
Subject: RE: Contact Information for Deputy Secretary Zais

Sounds good! I will wait to hear from you.

From: Kelly, Brie (Scott) [mailto:Brie_Kelly@scott.senate.gov]
Sent: Tuesday, May 22, 2018 3:20 PM
To: Davis, Martha; Don, John (Scott)
Subject: RE: Contact Information for Deputy Secretary Zais

Let me look and circle back with you! We're juggling the uncertainty of NDAA votes, but I hope to find time this week before the Senate recesses.

From: Davis, Martha [mailto:Martha.Davis@ed.gov]
Sent: Tuesday, May 22, 2018 3:17 PM
To: Kelly, Brie (Scott) ; Don, John (Scott)
Subject: RE: Contact Information for Deputy Secretary Zais

Hi Brie,

Unfortunately General Zais is at the White House for a meeting and will not be free until after 5:00 p.m. Is there another time that works for the Senator?

From: Kelly, Brie (Scott) [mailto:Brie_Kelly@scott.senate.gov]
Sent: Tuesday, May 22, 2018 3:14 PM
To: Don, John (Scott); Davis, Martha
Subject: RE: Contact Information for Deputy Secretary Zais

Hi Martha!

I know it's last minute, but the Senator is actually free for the next hour. Is General Zais available now by chance?

Brie

From: Don, John (Scott)
Sent: Tuesday, May 22, 2018 3:10 PM
To: Davis, Martha <Martha.Davis@ed.gov>
Cc: Kelly, Brie (Scott) <Brie_Kelly@scott.senate.gov>
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Thanks Gerren (moving to bcc).

I appreciate both of yalls quick responses!

Martha, thank you for reaching out. I am looping-in our Scheduler Brie Kelly so that she might be able to work with you in finding an agreeable time for a phone call.

Thanks for your help!

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john_don@scott.senate.gov

www.scott.senate.gov

Davis, Martha

From: Davis, Martha
Sent: Thursday, May 24, 2018 2:55 PM
To: Kelly, Brie (Scott)
Subject: RE: Contact Information for Deputy Secretary Zais

Hi Brie,

He is in back to back meetings with the Secretary until 5:30 tonight. Is that too late? We could make some time work tomorrow and on Tuesday and Wednesday of next week as well.

From: Kelly, Brie (Scott) [mailto:Brie_Kelly@scott.senate.gov]
Sent: Thursday, May 24, 2018 1:54 PM
To: Davis, Martha
Subject: RE: Contact Information for Deputy Secretary Zais

Martha,

Is General Zais available at all this afternoon for a call?

Brie

From: Kelly, Brie (Scott)
Sent: Tuesday, May 22, 2018 3:20 PM
To: 'Davis, Martha' ; Don, John (Scott)
Subject: RE: Contact Information for Deputy Secretary Zais

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john_don@scott.senate.gov

www.scott.senate.gov

From: Davis, Martha<martha.davis@ed.gov>
Date: Wed May 23 2018 08:08:31 EDT
To: Matt Harris
<(b)(6)>
Cc: Sam.Breene@mail.house.gov
<sam.breene@mail.house.gov>
Bcc: Blank
Subject: RE: Wednesday 23rd
Attachments:

Good morning Matt,

We would be happy to have Samuel Breene join the meeting. See you in a couple hours.

Martha

From: Davis, Martha
Sent: Tuesday, May 22, 2018 6:46 PM
To: 'Matt Harris'
Cc: Sam.Breene@mail.house.gov
Subject: RE: Wednesday 23rd

Hi Matt,

I think that is fine. I have looped in our office of Legislative and Congressional Affairs as well, and will follow up in the morning.

See you tomorrow.

Martha

From: Matt Harris [mailto:(b)(6)]
Sent: Tuesday, May 22, 2018 5:36 PM
To: Davis, Martha
Cc: Sam.Breene@mail.house.gov
Subject: Re: Wednesday 23rd

Hi Martha,
Samuel Breene from Congressman Mike Kelly's Office would like to attend the meeting tomorrow. They are our lead in this process. Is that ok?
My apologies for the short notice.
Thanks Martha.
Sent from my iPhone

On May 21, 2018, at 2:33 PM, Davis, Martha <Martha.Davis@ed.gov> wrote:
Hi Matt,

Thanks for the call earlier this afternoon. In discussing this with our Communications team, our Comms Director thinks it would be best to not have Kellie or the Fox reporter attend the meeting for the purpose of a free flowing conversation. Dr. Zais is still looking forward to the meeting and hearing more about your program. Please feel free to give me a call if you have any other questions.

See you on Wednesday!

Best,
Martha

From: Matt Harris [mailto:(b)(6)]
Sent: Friday, May 18, 2018 5:28 PM
To: Davis, Martha
Subject: Re: Wednesday 23rd

Hi Martha- Kellie is following our program, doing a story on our program. She is the only person connected with the press, the others I listed the other day are part of the program. If you would like to loop in your communications office that would be great. And that footage will be shown back in Erie. If she is not able to attend, not a problem, just let me know.

Thank you
Sent from my iPhone

On May 18, 2018, at 5:04 PM, Davis, Martha <Martha.Davis@ed.gov> wrote:
Hi Matt,

I apologize for the confusion, are these attendees part of your program? I want to make sure that they are not members of the press without looping in our communications office.

Thanks!

From: Matt Harris [mailto:(b)(6)]
Sent: Friday, May 18, 2018 4:09 PM
To: Davis, Martha
Subject: Wednesday 23rd

Hi Martha,
Thank you for the update. I wanted to check with you and see if Kellie Meyer
Multimedia Reporter
Gray Television Washington News Bureau
(P) (b)(6)
(E) (b)(6)
(W) www.graydc.com
(Facebook) (b)(6)
(Twitter) (b)(6)

Could also attend the presentation? She attended our April 11th meeting. There also might be a Fox affiliate attend if able. I'll confirm that next week. Thanks Martha:)

Have a great weekend!

Matt
Sent from my iPhone

Lunneborg, Nicholas

From: Lunneborg, Nicholas
Sent: Tuesday, September 11, 2018 11:45 AM
To: McHam, Gerren; Davis, Martha
Subject: RE: (b)(5) Deputy Secretary Mick Zais Visit to MN

Thanks for following up, guys. It's a pretty tight squeeze between the event and my boss's flight back to D.C. so he won't be able to attend. Appreciate the heads up and hope enjoys Minnesota's Sixth Congressional District. Let me know if we can be helpful in any way.

Best,

Nick

Nick Lunneborg
Legislative Assistant
The Office of Congressman Tom Emmer
(202)225-2331 (o), (b)(5) (c)

Sign up for Rep. Emmer's [Newsletter](#)

From: McHam, Gerren
Sent: Tuesday, September 11, 2018 11:00 AM
To: Davis, Martha ; Lunneborg, Nicholas
Subject: RE: (b)(5) Deputy Secretary Mick Zais Visit to MN

Thank you, Martha. Nicholas—wanted to confirm whether Rep Emmer is able to greet the Deputy Secretary.

Best,
Gerren

From: Davis, Martha
Sent: Friday, September 07, 2018 10:40 AM
To: Lunneborg, Nicholas
Cc: McHam, Gerren
Subject: RE: (b)(5) Deputy Secretary Mick Zais Visit to MN

Good morning Nicholas,

We would love to have Congressman Emmer greet the Deputy Secretary next week. Please just keep me in the loop on if the visit works with his schedule.

P.S. it is great to connect with another Minnesotan – I worked for Chairman Kline in his District Office and in his Committee Office for a few years. ☺

From: McHam, Gerren
Sent: Friday, September 07, 2018 9:54 AM
To: Lunneborg, Nicholas

Cc: Davis, Martha

Subject: RE: Embargoed Info: Deputy Secretary Mick Zais Visit to MN

That wouldn't be a problem. If your boss is able to attend, please let us know. I am copying my colleague, Martha Davis; she will be able to assist with this.

Thanks,
Gerren

From: Lunneborg, Nicholas [<mailto:Nicholas.Lunneborg@mail.house.gov>]

Sent: Friday, September 07, 2018 9:48 AM

To: McHam, Gerren

Subject: RE: (b)(5) Deputy Secretary Mick Zais Visit to MN

Thanks Gerren! I appreciate the heads up.

Without talking to the rest of my team to confirm his availability, but if he is available, would you be open to my boss greeting the Deputy Secretary at Anoka Tech that morning?

From: McHam, Gerren <Gerren.McHam@ed.gov>

Sent: Friday, September 07, 2018 9:38 AM

To: McHam, Gerren <Gerren.McHam@ed.gov>

Subject: (b)(5) Deputy Secretary Mick Zais Visit to MN

Good morning,

Hope this email finds you well. Next week, Department of Education Deputy Secretary Mick Zais has the following visits in your state (see information below). Our OLCA team wanted to make you aware beforehand. If you have any questions, let me know. As of now, please keep a close hold on this information until it's made public.

Best,
Gerren

WEDNESDAY, SEPTEMBER 12

8:45 – 10:30 a.m. Visit and Roundtable at STEP Anoka Technical College

Anoka, MN

Purpose: We will tour and visit classrooms at Anoka Technical College. Additionally, we will meet with students who are involved in the STEP program, discussing how their courses help prepare them for the workforce.

1:00 – 2:30 p.m. Tour and Presentation at Summit Academy

Minneapolis, MN

Purpose: Tour of the school and hear an "achievement presentation" on how their school works for their adult students and provides them with lifelong skills.

Gerren McHam

Office of Legislation and Congressional Affairs | U.S. Department of Education

400 Maryland Avenue, SW | Washington, DC 20202

Desk (202) 453-6876 | gerren.mcham@ed.gov

From: Bailey, Nathan <Nathan.Bailey@ed.gov>
Sent: Monday, December 10, 2018 6:48 PM
To: Nate Bailey
Subject: Approval of ED Reorganization Packages

Team ED,

I wanted to share some important updates with you as this year draws to a close (hard to believe as that may be!). The Secretary had great meetings last week with both the President and the Vice President. Each reaffirmed their commitment to our goal that every child has access to an education that meets his or her unique needs. Part of achieving that vision comes through continuing to improve our operations within the Department. As you will recall, last month Secretary DeVos sent [an email](#) with an update on the agency's reorganization efforts. **I am pleased to announce that our five reorganization packages have received final approval**, and all will be effective January 6, 2019. We have launched a new [connectED site](#) where you can find all of the details. As the Secretary emphasized, our reorganization is part of an Administration-wide commitment to making government more efficient, effective, and accountable. After reviewing the plans, truly the product of a team effort, I am confident we will accomplish our goals to reduce redundancy in our work, maximize employee and organizational efficiency, and better leverage our staff's substantial knowledge and expertise. As you are aware, our reorganization work has resulted in these key organizational changes in several principal office structures:

- The consolidation of the Office of the Secretary (OS) with the Office of the Deputy Secretary;
- The integration of the Office of Innovation and Improvement (OII) into the Office of Elementary and Secondary Education (OESE);
- The merger of the Office of the Chief Financial Officer with the Office of Management (OM) to create a new Office of Finance and Operations (OFO);
- The integration of certain functions of the Office of the Chief Information Officer (OCIO), Office of the Deputy Secretary, and Office of Planning, Evaluation and Policy Development (OPEPD), into OFO; and
- The establishment of new organizational structures for both OCIO and OPEPD due to the creation of OFO.

All principal offices affected by the reorganization will hold all-hands meetings this week, joined by representatives from OM. I encourage staff to ask any questions they may have at these meetings or in one-on-one meetings with leadership in your office. You can also find information about the proposals on the [connectED site](#), including functional statements and organizational charts.

While these changes will likely take several months to implement fully, the Secretary knows the short-term challenges will be well worth the effort as we improve our ability to serve students, families, educators, and schools. We thank each of you who have been involved in this important work!

Best,
Nate

From: Finnern, Megan <MFinnern@governor.sc.gov>
Sent: Monday, February 25, 2019 4:39 PM
To: Letsch, Andrew
Cc: Milisic, Sonja
Subject: RE: Meeting Request - Lt. Governor Evette

Hello Andrew,

Thank you for helping to set this up. That all sounds perfect. I will be with the Lt. Governor, as will Special Assistant Sonja Milisic, for the visit.

Look forward to seeing you in just over a month.

Best,
Megan



Megan Finnern
Advisor & Scheduler to the Lieutenant Governor
mfinnern@governor.sc.gov
o. 803-734-1505 c. (b)(6)

From: Letsch, Andrew
Sent: Monday, February 25, 2019 2:26 PM
To: Finnern, Megan
Subject: RE: Meeting Request - Lt. Governor Evette

Megan,

I would be happy to set this up. Let's do 3-3:30pm on Thursday, 3/28.

Please arrive at the LBJ Department of Education Building – 400 Maryland Avenue SW, Washington, DC 20202. Once you have gone through building security, please tell the person at the front desk you are here for a meeting with the Deputy Secretary, and give them my name as a point of contact. I will meet you in the lobby and walk with you to the meeting location. If you have any questions, please feel free to give me a call or send me an email.

We look forward to seeing you.

Respectfully,

Andrew

Andrew Letsch
Office of the Deputy Secretary
United States Department of Education
400 Maryland Avenue, SW | Washington, DC 20202
O: 202-453-7414
E: andrew.letsch@ed.gov

From: Finnern, Megan [<mailto:MFinfern@governor.sc.gov>]
Sent: Friday, February 22, 2019 4:56 PM
To: Zais, Mitchell
Subject: Meeting Request - Lt. Governor Evette

Hello Deputy Secretary Zais,

The Lt. Governor enjoyed meeting you yesterday during your visit to South Carolina. As she mentioned, she'd love to sit down with you when she is in D.C. at the end of next month from 3/26-3/29. Below are the times that would work best for her, but if these don't work, please let us know your availability and we will see what we can do.

Tuesday 3/26: 10:30-11:30AM

Wednesday 3/27: 3:30 – 4:30PM

Thursday 3/28: 3:00 – 4:30 PM

Thank you,
Megan



Megan Finnern
Advisor & Scheduler to the Lieutenant Governor
mfinfern@governor.sc.gov
o. 803-734-1505 c (b)(6)

From: Bailey, Nathan <Nathan.Bailey@ed.gov>
Sent: Monday, December 10, 2018 6:48 PM
To: Nate Bailey
Subject: Approval of ED Reorganization Packages

Team ED,

I wanted to share some important updates with you as this year draws to a close (hard to believe as that may be!). The Secretary had great meetings last week with both the President and the Vice President. Each reaffirmed their commitment to our goal that every child has access to an education that meets his or her unique needs. Part of achieving that vision comes through continuing to improve our operations within the Department. As you will recall, last month Secretary DeVos sent [an email](#) with an update on the agency's reorganization efforts. **I am pleased to announce that our five reorganization packages have received final approval**, and all will be effective January 6, 2019. We have launched a new [connectED site](#) where you can find all of the details. As the Secretary emphasized, our reorganization is part of an Administration-wide commitment to making government more efficient, effective, and accountable. After reviewing the plans, truly the product of a team effort, I am confident we will accomplish our goals to reduce redundancy in our work, maximize employee and organizational efficiency, and better leverage our staff's substantial knowledge and expertise. As you are aware, our reorganization work has resulted in these key organizational changes in several principal office structures:

- The consolidation of the Office of the Secretary (OS) with the Office of the Deputy Secretary;
- The integration of the Office of Innovation and Improvement (OII) into the Office of Elementary and Secondary Education (OESE);
- The merger of the Office of the Chief Financial Officer with the Office of Management (OM) to create a new Office of Finance and Operations (OFO);
- The integration of certain functions of the Office of the Chief Information Officer (OCIO), Office of the Deputy Secretary, and Office of Planning, Evaluation and Policy Development (OPEPD), into OFO; and
- The establishment of new organizational structures for both OCIO and OPEPD due to the creation of OFO.

All principal offices affected by the reorganization will hold all-hands meetings this week, joined by representatives from OM. I encourage staff to ask any questions they may have at these meetings or in one-on-one meetings with leadership in your office. You can also find information about the proposals on the [connectED site](#), including functional statements and organizational charts.

While these changes will likely take several months to implement fully, the Secretary knows the short-term challenges will be well worth the effort as we improve our ability to serve students, families, educators, and schools. We thank each of you who have been involved in this important work!

Best,
Nate



Final Approval of ED Reorganization Packages

An email from Chief of Staff Nate Bailey to ED staff

December 10, 2018

Team ED,

I wanted to share some important updates with you as this year draws to a close (hard to believe as that may be!).

The Secretary had great meetings last week with both the President and the Vice President. Each reaffirmed their commitment to our goal that every child has access to an education that meets his or her unique needs.

Part of achieving that vision comes through continuing to improve our operations within the Department. As you will recall, last month Secretary DeVos sent [an email](#) with an update on the agency's reorganization efforts. I am pleased to announce that our five reorganization packages have received final approval, and all will be effective January 6, 2019. We have launched a new [connectED](#) site where you can find all of the details.

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Best,

Nate

This content last modified on 12/11/2018 8:51 AM by Malico, Melinda
Please send questions regarding this content or its accuracy to the [EDReform Webmasters](#).



UNITED STATES DEPARTMENT OF EDUCATION

OFFICE OF MANAGEMENT

December 13, 2018

TO: Dr. Mitchell M. Zais
Deputy Secretary

FROM: Wanda Davis (b)(6)
Acting Chief Human Capital Officer
Office of Human Resources

SUBJECT: New Organization Titles and Codes for the Office of the Secretary

As noted in Denise Carter's November 30, 2018 memorandum, your request to reorganize the Office of the Secretary (OS) has been approved. The effective date of this reorganization will be January 6, 2019.

The new OS organization titles and organization codes are provided below.

The Office of the Secretary (EA)

- Immediate Office (EA) (**Title Change**)
- Executive Office (EA1) (**Name Change**)
- Scheduling and Advance Staff (EAB)
- International Affairs Office (EAK)
- Executive Secretariat (EAS)
 - Correspondence and Communications Control (EASC)
 - FOIA Service Center (EASF) (**NEW**)
 - Office of Non-Public Education (EAN) (**NEW**)

Should you have any questions, please contact Jim Clemmens of the Human Capital Policy and Accountability Division.

400 MARYLAND AVE., S.W., WASHINGTON, DC 20202
www.ed.gov

The Department of Education's mission is to promote student achievement and preparation for global competitiveness by fostering educational excellence and ensuring equal access.



UNITED STATES DEPARTMENT OF EDUCATION

OFFICE OF MANAGEMENT

November 30, 2018

TO: Dr. Mitchell M. Zais
Deputy Secretary

FROM: Denise L. Carter (b)(6)
Acting Assistant Secretary
Office of Management

SUBJECT: Approval to Reorganize the Office of the Secretary

This memorandum is to inform you that the request to reorganize the Office of the Secretary (OS) is approved. The effective date of the OS reorganization will be January 6, 2019. The new OS organization titles and new organization codes will be forthcoming from the Office of Human Resources.

Please contact Wanda Davis, Acting Chief Human Capital Officer, should you have any questions at (202) 401-5931.

cc: Wanda Davis, OM
Carlos Muniz, OGC
Larry Kean, OPEPD

400 MARYLAND AVE., S.W., WASHINGTON, DC 20202
www.ed.gov

The Department of Education's mission is to promote student achievement and preparation for global competitiveness by fostering educational excellence and ensuring equal access.

From: Clemmens, Jim
Sent: 15 Oct 2018 15:00:41 +0000
To: Cutler, Samantha;Smith, Jared;Tosca, Bobbie (Contractor)
Cc: Green, Bianca;Simmons, James K.;Peterman, Charles;Puram, Shruti
Subject: Restructuring Package # 1: Office of the Secretary
Attachments: RestructuringPackage#1.OfficeoftheSecretary.pdf

Good morning,

This will be the **first** of five (5) restructuring packages that I will be to Labor Relations.

I am providing you the cleared **Office of the Secretary** restructuring package for your review and to share with the Union whenever you deem appropriate. Since I have obtained all four (4) required clearances (OHR, EEO, OGC and Budget Service), this package is now 'organizationally approved'. Please note each package I will be providing contains the following format, which we have followed in the past for Union submissions:

- Justification Memo
- Tab A: Current Organization Charts
- Tab B: Proposed Organization Charts
- Tab C: Current Functional Statements
- Tab D: Proposed Functional Statements
- Tab E: Current Staffing Pattern
- Tab F: Proposed Staffing Pattern

Note that I will be obtaining an official approval memo from the Acting Assistant Secretary for Management as soon as she returns to the office. I did not want to hold submitting this package to you for that reason, however.

Please let me or Shruti know if you have any questions on the attached.

Many thanks.

Jim Clemmens
Office of Management
Office of Human Resources
Human Capital Policy and Accountability Division
U.S. Department of Education

400 Maryland Avenue, S.W. | Washington, D.C. 20202 | Room 214-32 LBJ

Office Hours: 6:30 am- 4:00 pm AWS: every other Friday | Direct: (202) 205-3957

If your email requires immediate attention and I am unavailable, please contact Shruti Puram at 202-704-7365 or Shruti.Puram@ed.gov.

Copy and paste this link into the Chrome web browser to provide your feedback on HCPAD service.
https://www.surveymonkey.com/r/HCPA_Customer_Service



UNITED STATES DEPARTMENT OF EDUCATION
OFFICE OF THE SECRETARY

MEMORANUM

To: Charles Peterman, Acting
Director, Human Capital Policy and Accountability
Office of Human Resources

From: Joseph Conaty, Senior Policy Advisor, Office of the Secretary *J.C.*

Date: May 29, 2018 (Original Submission); June 6, 2018 (Revised)

Re: Restructuring the Office of the Secretary

PURPOSE:

The restructuring of the Office of the Secretary builds leadership and mission coherence across all offices to improve the Department's ability to fulfill its mission and meet the Department's goals published in the *U.S. Department Strategic Plan for Fiscal Years 2018-22*.¹ The coordinating structure will have a single Office of the Secretary (OS) that incorporates the Deputy Secretary and some of the functions carried out by the Office of the Deputy Secretary (ODS). In addition, the OS operating structure will include will an Executive Office, the Executive Secretariat, Scheduling and Advance, the Office of Non-Public Education and International Affairs. Having an operational model that brings together the Secretary and Deputy Secretary will expedite decision-making and clarify communication to the Department and the public about the Secretary's priorities.

We anticipate the following specific improvement to occur once this restructuring has been implemented:

- Reduce redundancy, thus maximizing employee and organizational efficiency;
- Increase transparency and employee involvement;
- Leverage ED colleagues' knowledge and expertise;
- Improve the quality and timeliness of the Department's service to the public;
- Clarify lines of reporting, responsibility and decision-making;
- Increase accountability to taxpayers;
- Improve policy and program coordination;
- Focus on the Secretary's priorities;
- Reduce internal transactional costs; and
- Reduce burden on individuals and organizations working with the Department.

¹ Found at <https://www2.ed.gov/about/reports/strat/plan2018-22/strategic-plan.pdf>

BACKGROUND:

On March 13, 2017, the President of the United States signed Executive Order 13781, *Comprehensive Plan for the Reorganizing the Executive Branch* (Reorganize EO). After a deliberative, consultative process, the Secretary determined that the elimination of the Office of the Deputy Secretary (ODS) and reassignment of those functions to the Office of the Secretary (OS) would reduce redundancy and maximize employee and organization efficiency while meeting the U. S. Department of Education's statutory obligations and mission.

The attached reorganization package, eliminates ODS and reassigns a small number of staff to OS. The Deputy Secretary acts as the Chief Operating Officer of the Department. This reorganization does not require Congressional approval because the Department of Education Organization Act (DEOA) establishes the position of the Deputy Secretary but does not require the establishment of a separate ODS. The DEOA states that during the absence or disability of the Secretary, or in the event of a vacancy in the Office of the Secretary, the Deputy Secretary shall act as the Secretary.

We believe reorganizing into a single office for the Secretary and Deputy Secretary and the consolidation of their functions will create a more coordinated, efficient and aligned leadership team.

DISCUSSION:

The proposed restructuring includes these organizational changes:

1. The coordinating structure will be a single Office of the Secretary (OS) that includes the Deputy Secretary and some of the functions carried out by the Office of the Deputy Secretary (ODS). The Office of the Deputy Secretary will no longer be a separate office. In addition, the OS operating structure will include an Executive Office, the Executive Secretariat, Scheduling and Advance, the Office of Non-Public Education and International Affairs.
2. The OS Executive Office will serve the only OS and some of the staff from the current OS Executive Office will be reassigned to other Principle Operating Components (POCs)
3. The existing Risk Management Service (RMS) and its subdivisions will be reassigned to the Office of Finance and Operations (OFO). Some RMS functions will be integrated into the Office of Enterprise Risk Management which will be responsible for risk management including internal control and internal audit followup. This office will coordinate Department-wide risk management and internal controls to help support the Departments strategic objectives. Another function of RMS will be carried out by the Office of Financial and Grants Management within OFO to better align resources performing similar functions.
4. In accordance with Section 15K of the Small Business Act, the Director of the Office of Small and Disadvantaged Business Utilization (OSDBU) will have a reporting relationship to the Deputy Secretary but will receive administrative support from OFO. This structure will enhance OSDBU's coordination with the Department's overall procurement processes.

5. The Office of Non-Public Education, currently located in the Office of Innovation and Improvement, will be brought into OS to help meet ED's goal to improve parental choice. Military Affairs outreach will be assigned to the Office of Legislation and Public Affairs (OLPA).
6. In addition, the restructuring includes changes to the processing and oversight of Freedom of Information Requests by including that function within the Executive Secretariat.
7. Finally, the OS restructuring assigns the Office of Education Technology to the Office of Planning, Evaluation and Policy Development.

We believe restructuring the Office of the Secretary in the ways described above will create a more coordinated, efficient and aligned leadership team. We anticipate that there will be minimum adverse impacts on employees as a result of these changes and believe that this restructuring will provide employees with more opportunities for professional development and growth.

Tab A: Current Organization Charts

Tab B: Proposed Organization Charts

Tab C: Current Functional Statements

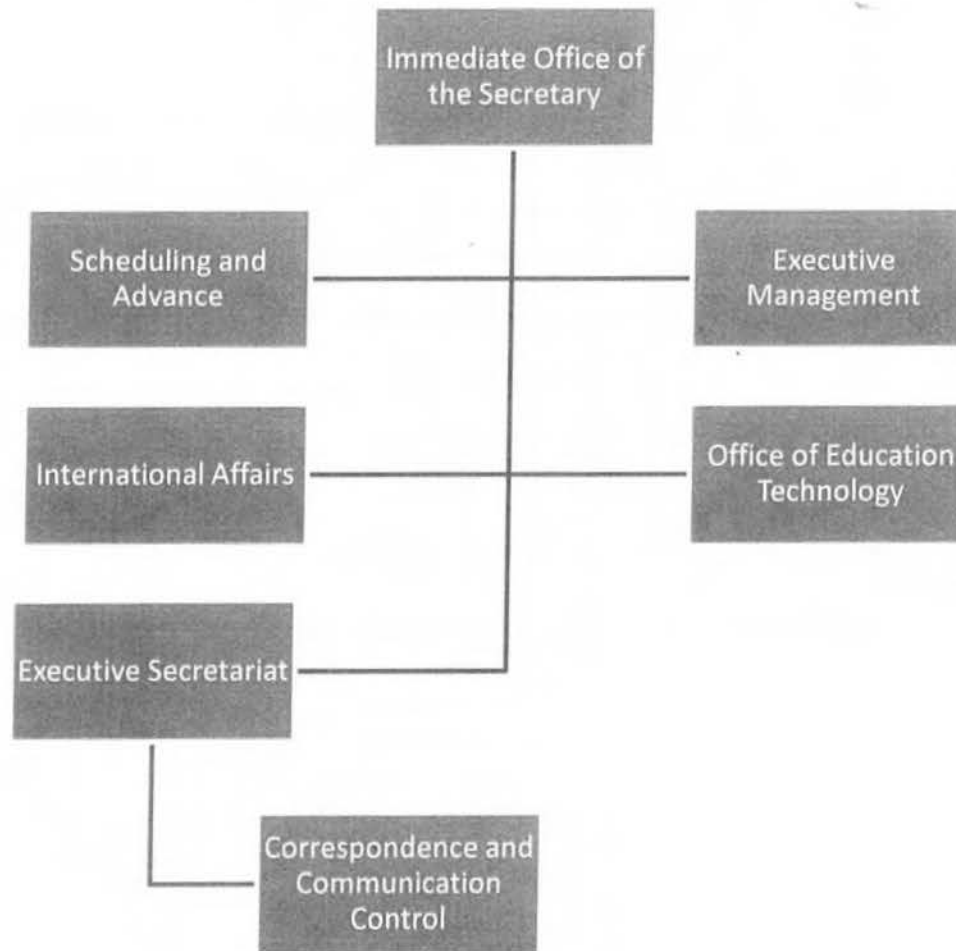
Tab D: Proposed Functional Statements

Tab E: Current Staffing

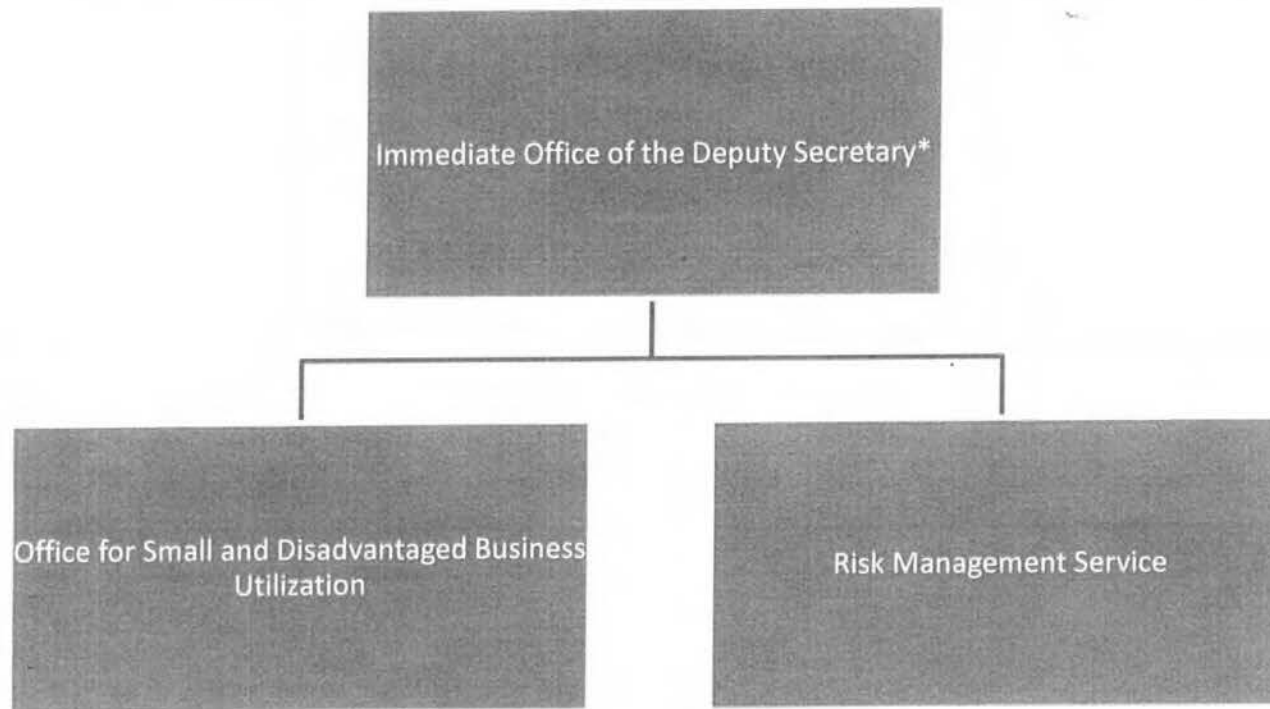
Tab F: Proposed Staffing

TAB A: CURRENT ORGANIZATION CHARTS

Office of the Secretary (OS) Current Organization Chart



Office of the Deputy Secretary (ODS) Current Organization Chart

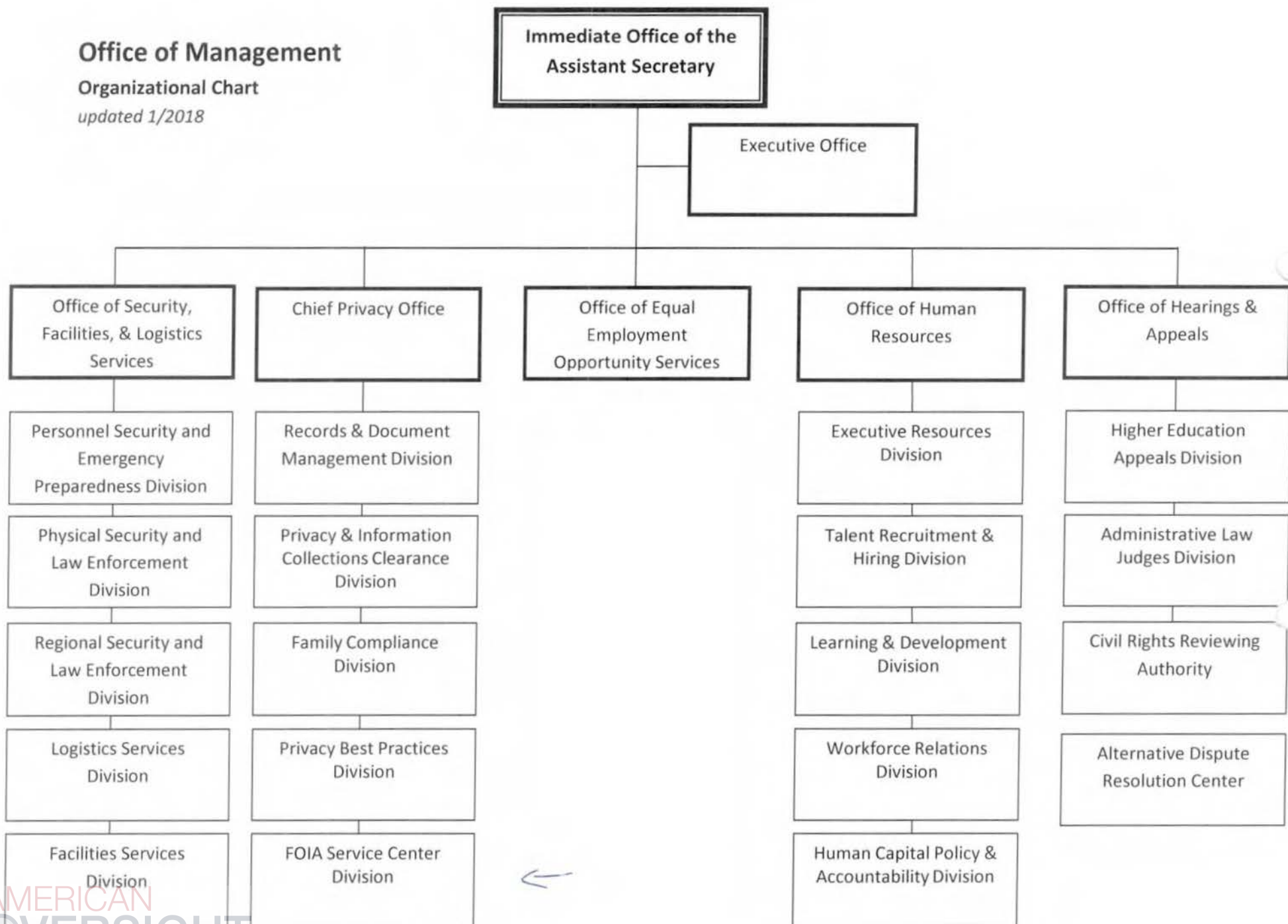


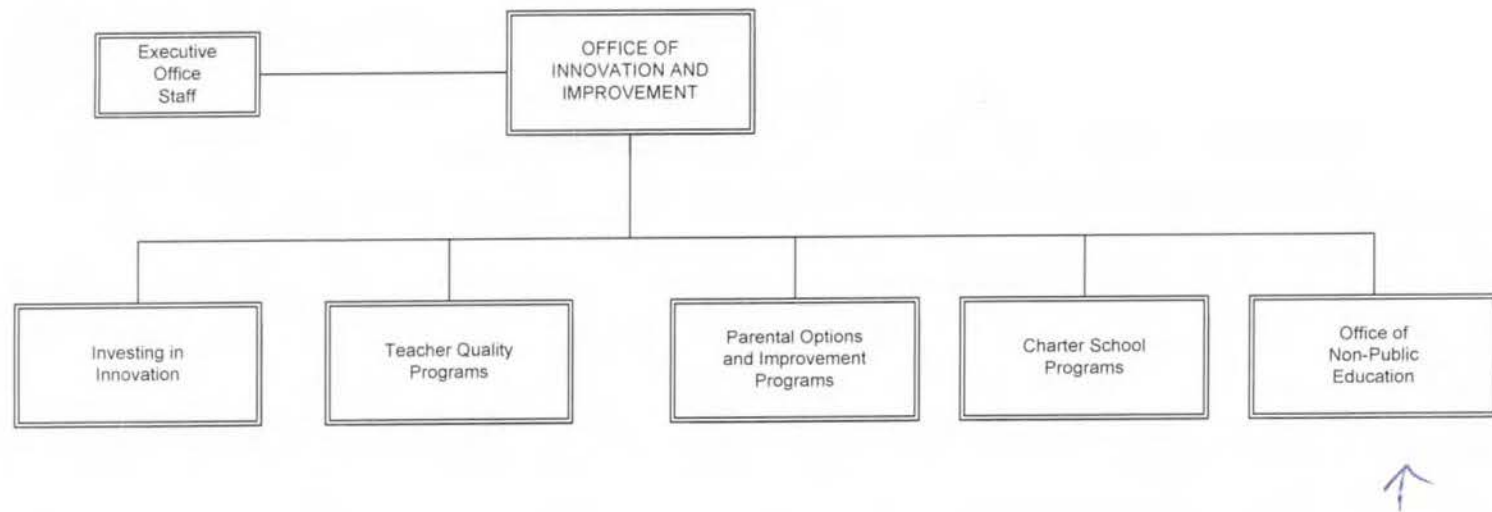
* The Performance Improvement Officer team is part of the Immediate Office of the Deputy Secretary.

Office of Management

Organizational Chart

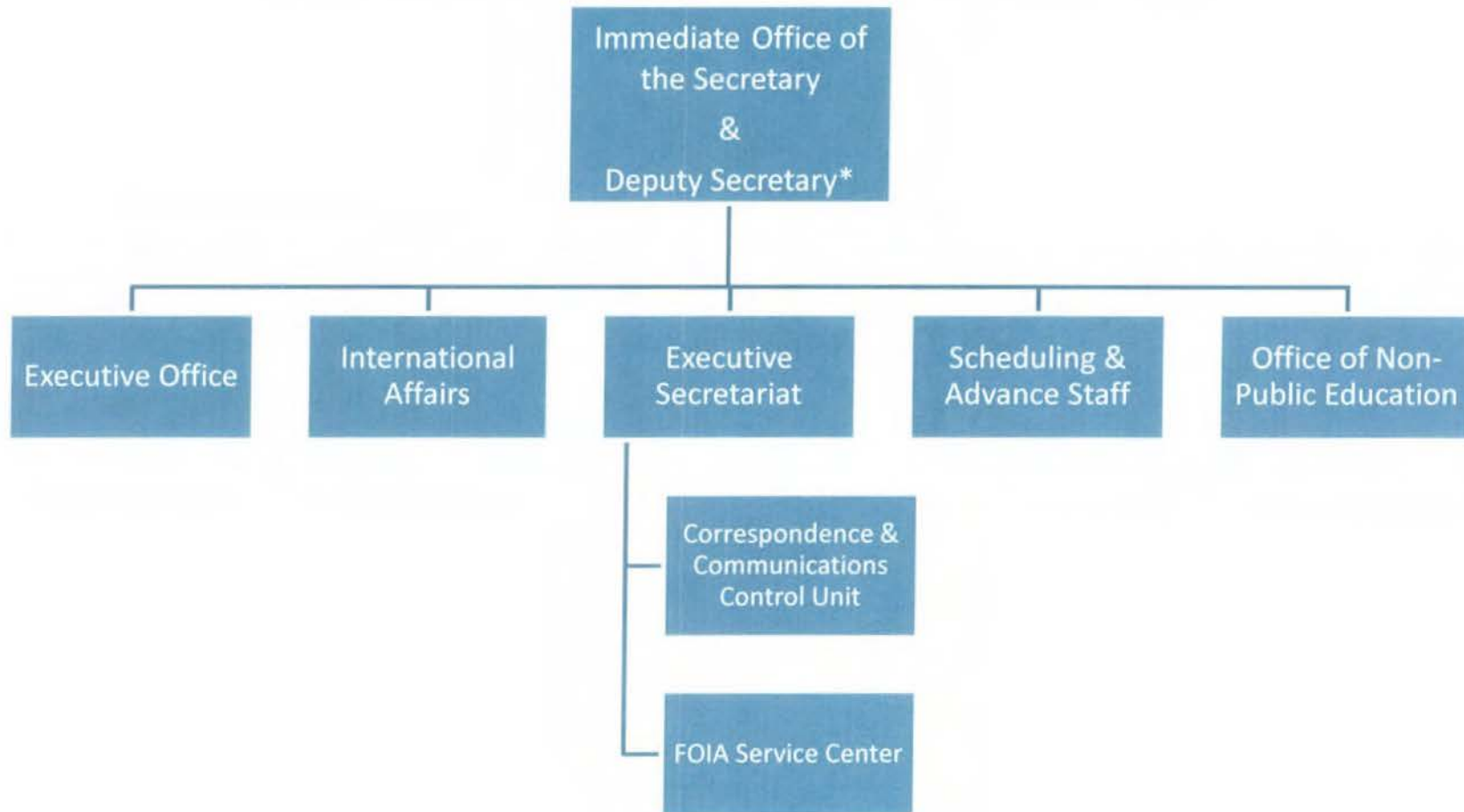
updated 1/2018





TAB B: PROPOSED ORGANIZATION CHARTS

Proposed Organization Chart



*The Performance Improvement Officer (PIO) and the Director of the Office of Small and Disadvantaged Business Utilization report directly to the Deputy Secretary. The PIO is within the immediate office of the Office of the Secretary. OSDBU is administratively supported within the Office of Finance and Operations.

TAB C: CURRENT FUNCTIONAL STATEMENTS

Sections

- I. Mission and Responsibilities
- II. Organization
- III. Order of Succession
- IV. Functions and Responsibilities of OS/ODS Components
 - A. Office Of The Secretary
 - B. Office of the Deputy Secretary
 - C. Office of the Under Secretary
- V. Primary Delegations of Authority

I. Mission and Responsibilities

The mission of the Department of Education is to ensure equal access to education and to promote educational excellence throughout the nation.

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II. Functions of the Office of the Secretary/Office of the Deputy Secretary

The Secretary is responsible for the overall direction, supervision, and coordination of all activities of the Department and is the principal adviser to the President on Federal policies, programs and activities related to education in the United States. The Secretary serves as Chief Operating Officer for the Department under the President's Memorandum of July 11, 2001.

The Deputy Secretary focuses on the development and implementation of policies, programs, and activities relating to elementary and secondary education matters. This mission addresses a wide spectrum of interests ranging from safe and drug free schools, special education and rehabilitative services to education of linguistically and culturally diverse students, and promotion of educational interventions, and reforms.

The Under Secretary focuses on higher and adult education policy, postsecondary policy, college aid, and the President's financial aid reforms for the Pell Grant program.

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III. Order of Succession

In the event that the Secretary dies, resigns or is otherwise unable to perform the functions and duties of the office, and the office is thereby deemed to be vacant, the Deputy Secretary shall temporarily perform the functions and duties of the office in an acting capacity.

- Deputy Secretary
- Under Secretary
- General Counsel
- Chief Financial Officer

In instances where the office is not vacant, but all of the above principal officers are unable to perform the functions and duties of the office, the functions and duties of the offices shall be performed by the remaining principal officers in an order of seniority determined by date of appointment. Further, in the event that all of the Department's principal officers are unable to

perform the functions and duties of the office, the following individuals shall perform the functions and duties of the office in the order listed:

- Secretary's Regional Representative – Region VIII (Denver)
- Secretary's Regional Representative – Region III (Philadelphia)
- Secretary's Regional Representative – Region IV (Atlanta)
- The remaining Secretary's Regional Representatives, in seniority order as determined by the date of appointment.

Executive Management Staff Functional Statement

The Immediate Office of the Secretary (OS) provides direct advisory and logistical support to the Secretary. Senior staff positions in OS include the Chief of Staff (COS), Deputy Chief of Staff for Strategy, Deputy Chief of Staff for Policy and Programs, Senior Advisor, and the White House Liaison.

The COS provides overall direction and guidance to the OS staff, works closely with the White House on a wide variety of policy matters coming before the Secretary, and represents the Secretary's views in contacts with senior officials within and outside the Department.

The Senior Advisor acts on behalf of the Secretary with senior Department leaders in developing and executing effective management approaches; oversees how the Department invests in and administers grants; ensures the Department's human capital is developed to support the grant-making approach on an ongoing basis; identifies key organizational vulnerabilities and develops and executes effective approaches to manage risks across the Department's programs, grants, loans, contracts, and related services. The Senior Advisor leads critical change efforts across the Department, serves as Chair of the Executive Management Team, and governs the Management Improvement Team.

In performing its responsibilities, the Immediate Office of the Secretary:

- Provides advice on a wide range of policy matters and issues.
- Maintains White House liaison on personnel and scheduling matters and on sensitive political issues.
- Supervises Federal advisory committee establishment and operating procedures and coordinates the provision of administrative services.
- Coordinates the processing and placement for all appointments for non-career and advisory council positions.
- Responds to appropriate inquiries concerning the Secretary's views and positions.
- Reviews communications going to the Secretary for signature or information to assure that the Secretary's specific interests, viewpoints, and policy are properly reflected.
- Prepares and coordinates the preparation of all speeches and comments for the Secretary's use, and arranges for all substitutes when the Secretary is unable to be present at a function external to the Department.
- Carries out priority assignments and special projects for the Secretary.
- Coordinates and conducts, in cooperation with the Office of Inspector General, the development of advance security planning and surveys involving risk analysis for the Secretary's speaking engagements and travel, and provides a security presence at all official social functions attended by the Secretary.

The Immediate Office of the Secretary provides overall direction and leadership to the following major elements:

Executive Management Staff;
Scheduling and Advance Staff;
Executive Secretariat;
International Affairs Office; and
Office of Educational Technology

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Executive Management Staff

The Executive Management Staff provides administrative and management services for the Office of the Secretary, Office of the Deputy Secretary, Office of the Under Secretary, the Office of Communications and Outreach, and the Office of Planning, Evaluation, and Policy Development. The Executive Management Staff is responsible for: the development, execution, and monitoring of administrative and program budgets; establishing priorities and schedules for procurement; development of internal administrative policies and operating procedures; monitoring contracts and grants; human resources management; providing leadership in identifying Department-wide management problems and solutions; information technology, telecommunications and office equipment services; management analysis; office space planning and utilization; travel authorizations and reimbursements, etc.

The Staff is also responsible for the coordination of emergency preparedness activities as they relate to the Secretary's Continuity of Government responsibilities. The staff serves as the point of contact for the White House in all matters relating to the Secretary's role as a presidential successor.

In performing its executive management responsibilities, the Staff:

- Reviews and comments on administrative policy directives from the Office of Management (OM); and implements management procedures and directives from other ED offices, OMB, OPM and other Federal agencies.
- Prepares briefing and background materials on controversial management and administrative matters for client offices' consideration and prepares and/or coordinates responses as appropriate.
- Represents client offices in matters regarding government-wide management requirements, and assesses the implementation of procedures for such requirements within the Department.
- Establishes administrative policies and operating procedures and makes recommendations to client offices on administrative matters.
- Provides all administrative services for the employees in the Offices it is responsible for (i.e., space planning, human resources, property inventory control, travel, supplies, health and safety, small purchases, contracts, budget, information technology, etc.).
- Develops priorities for procurement, develops the annual procurement calendar, reviews and approves procurement requests for adherence to client offices' priorities and to the financial operating plan.
- Represents its client offices in all matters regarding contracts. Coordinates the development of request for proposal documents; monitors and reviews contract performance; serves as liaison with Contracts and Acquisition Management, and maintains grant and contract tracking systems.
- Formulates and presents the annual budget and personnel target level request for its client offices and develops annual fiscal operating plans. Approves all obligations and expenditures, maintains control of personnel target levels and performs all financial execution functions including analyses of monthly document reports and status of funds reports. Exercises management control over funds and performs fiscal analyses to ensure financial resources are

sufficient to carry out program planning, budget, and evaluation missions. Monitors budget levels for its client office budget units and takes necessary steps to avoid funding deficiencies. Provides budget reports and management advice to the various organizations serviced regarding spending levels and future program plans. Serves as liaison between its client office budget units and the Department's Budget Service and OCFO in all matters regarding office's budgets and financial transactions.

- Establishes and administers a gift fund account as well as the Secretary's reception fund.
- Establishes systems for monitoring home-to-work transportation afforded to the Secretary and the Deputy Secretary, as appropriate, and prepares reports regarding tax implications.
- Develops and implements interagency agreements, including agreements with the Department of State regarding foreign travel and staff located at State Department embassies.
- Develops systems of workload indicators and work measurement as required for management analyses; assesses the personnel needs of subordinate units; and advises client offices on organizational structures and staffing patterns required to carry out the mission.
- Designs management mechanisms within its client offices to ensure effective and efficient workflow. Establishes administrative policies and procedures and makes recommendations to the Secretary, Deputy Secretary, and Under Secretary on administrative relationships among subordinate units.
- Reviews, analyzes, and assists in developing organization and reorganization proposals to ensure a rational and efficient organizational structure. Ensures that staffing patterns and requests for positions do not exceed established target levels. Prepares recommendations for decision by the Secretary, Deputy Secretary, Under Secretary, and its other client offices on reallocation of positions if justified by information provided in the proposal. Exercises oversight responsibility for ensuring that internal controls in the area of staff resources management operate effectively.
- Coordinates personnel and assignments with the respective Chiefs of Staff on sensitive recruitment and placement plans throughout the Department including necessary controls over the Departmental security clearance process. Works closely with the White House Liaison on political appointments in its client offices as well as sensitive actions throughout the Department.
- Operates the personnel management system for its client offices, including recruitments, selections, promotions, transfers, terminations, employee development, performance appraisals, target level control, awards, and security investigations. Develops or reviews position descriptions and functional statements. Reviews all performance agreements and appraisals to assure adherence to Departmental policies, directives, and regulations, and ensures their timely completion.
- Maintains the employee tracking system and serves as payroll liaison.
- Provides advice, information, and assistance on labor and employee relations matters including grievances, employee discipline, and remedial actions.
- Develops plans for client office space usage, coordinates facilities management, and maintains an asset management tracking system.
- Designs systems to meet client office needs in the areas of information management, telecommunications, and office equipment. Recommends purchase of new equipment. Serves as liaison with the Office of the Chief Information officer regarding all technology matters.
- Responsible for records management and Freedom of Information Act functions for certain organizations.
- Serves as custodian of classified documents for client offices. Staff ensures that proper protocols are followed, and secure phones and related equipment is maintained.

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Scheduling and Advance Staff

The Scheduling and Advance Staff is responsible for meeting the daily information needs of the Office of the Secretary and for managing the logistics and advance work for the Secretary's travel and public appearances.

In performing its responsibilities, the Staff:

- Manages all aspects related to the Secretary's travel and public appearances.
- Receives and schedules requests for speaking engagements.
- Clears and plans the agenda for Secretarial appearances and coordinates the advance work related to travel and logistics.
- Coordinates the preparation of briefing materials for the Secretary, assuring the Secretary is briefed in advance of daily meetings and trips. This responsibility entails:

Determination of the information needed for each activity and management of the data collection process.

Analysis of the information provided and preparation of briefing materials.

Preparation of briefing materials for the White House for Presidential and Vice Presidential trips and meetings.

Preparation of regular reports on the activities and initiatives of the Department for the White House including the Weekly Calendar of Agency Events and the Monthly Listings of ED Major Accomplishments.

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Executive Secretariat

The Executive Secretariat is the focal point in the Department of Education for tracking all correspondence and documents flowing to and from the Offices of the Secretary, Deputy Secretary, and Under Secretary.

In performing the responsibility of document control the immediate office of the Executive Secretariat:

- Maintains a computerized tracking system to ensure timely preparation of reports and completion of assignments which includes information and action memoranda for decisions by the Secretary or Deputy Secretary;
 - mandated obligations including Congressional reports, bill reports to Congress and OMB, budget reports to OMB, and interagency agreements;
 - regulatory documents; and
 - assignments from the Secretary, Deputy Secretary, and Under Secretary.
- Manages a computer tracking system, which produces regular status reports for the Secretary, Deputy Secretary, and Under Secretary on the status of assignments. Follows-up on related assignments and documents to ensure that the responsible office is functioning in a timely manner.
- Compiles correspondence in signature books the Secretary, Deputy Secretary, and Under Secretary. Ensures that format and style are consistent with the Secretary, Deputy Secretary, and Under Secretary requirements.
- Ensures Executive Secretariat staff in each Principal Office are familiar with processes and formats, and for formats for documents and correspondence sent to the Secretary, Deputy Secretary, and Under Secretary.
- Receives all regulatory documents and all decision and information memoranda for Secretary, Deputy Secretary, and Under Secretary action. Reviews these to ensure that the proper format

is followed and logs documents into the computer system and prepares computer-tracking form.

- Conducts special projects at the request of the Secretary, the Deputy Secretary, and Under Secretary.

Correspondence and Communications Control Unit

In performing its responsibilities for correspondence control, the Unit:

- Reviews all incoming correspondence to for Secretary, Deputy Secretary, and Under Secretary including correspondence referred by the White House and other Federal agencies, and determines the method by which each piece of correspondence should be handled by the Department.
- Assigns responsibility for necessary action on all correspondence to the appropriate ED component.
- Follows up on each piece of correspondence to assure that the office responsible for handling it does so in a timely manner.
- Produces regular reports on the status of their correspondence for the Secretary, Deputy Secretary, and Under Secretary.
- Determines and enters pertinent information on all correspondence and assignments into the appropriate computerized control system for the purpose of tracking.
- Types all final responses to correspondence for the Secretary's, the Deputy Secretary's, or the Under Secretary's signature after review and editing.
- Operates the Secretary's autopen machine, ensuring security in its use.
- Processes and dispatches all correspondence signed by for Secretary, Deputy Secretary, and Under Secretary.
- Maintains the Secretary's, Deputy Secretary's, and Under Secretary's official files, historical records, and archives.
- Prepares responses to correspondence whenever letters do not require the expertise of another ED component and forwards incoming correspondence as appropriate to other Federal agencies for response.

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International Affairs Office

The International Affairs Office is responsible for advising the Secretary, the Deputy Secretary, the Under Secretary, and Senior Officers on international issues and initiatives that may affect U.S. education and/or ED policies and programs. The Office ensures that the Department's growing international commitments are fulfilled.

In performing its responsibilities, the Office:

- Plans analytic and comparative education studies and projects.
- Develops ED policy regarding international activities and initiatives.
- Develops and implements (in cooperation with other ED Principal Offices and other agencies) agreements with selected other countries in the field of education, as well as ED involvement in international organizations in the field of education.
- Develops substantive briefing packages, talking points, and other documents for ED Senior Officers' participation in international initiatives and briefs the Secretary or other Senior Officers.
- Coordinates GPRA work on ED international programs.

- Coordinates and reviews the Department's international travel plan as well as all Principal Office requests for ED foreign travel.
- Develops and maintains an ED International Education Web Site and responds to requests for information on U.S. education from foreign sources, and on foreign education systems from U.S. sources.
- Arranges for visits by foreign educators, government officials, journalists, and others to ED.
- Maintains the security and distribution of classified documents provided to ED by the Department of State.
- Administers the U.S. Network for Educational Information, a specialized information service dealing with international educational exchange issues.
- Supports and coordinates the involvement of Principal Offices in international activities and projects and initiatives.
- Works with other federal agencies, international organizations, educational associations, and ministries of education of foreign governments on cooperative projects and programs in international education.

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Office of Educational Technology

The Office of Educational Technology, mandated by Part C of Title II of the Goals 2000: Educate America Act (Public Law 103-227), provides leadership to the nation in the use of technology to promote achievement of the National Educational Goals.

The Office is headed by a Director who reports directly to the Secretary.

In performing its responsibilities, the Office:

- Reviews all program and training functions administered by the Department and recommends policies in order to promote increased and effective use of technology and technology planning throughout these programs and functions.
- Reviews all relevant programs supported by the Department to ensure that such programs are coordinated with, and support the long-range technology plan developed pursuant to section 2422 of the No Child Left Behind Act.
- Develops and publishes a National Long-Range Technology Plan that supports the overall national technology policy, and updates the plan as necessary.
- Coordinates or participates in joint activities in support of national technology policy with other Federal departments and agencies, such as the Office of Science and Technology Policy in the Executive Office of the President, the National Endowment for the Humanities, the National Endowment for the Arts, the National Aeronautics and Space Administration, the National Science Foundation, and the Departments of Commerce, Energy, Health and Human Services, and Labor.
- Works with educators, State and local educational agencies, and representatives of the private sector to facilitate effective use of technology in education.
- Provides assistance to the States to plan effectively for the use of technology in the schools.
- Conducts a biennial assessment of, and issues a report to the public regarding, the uses of technology throughout the United States.
- Serves as an approval authority for grants awarded under the following sections of the Improving America's Schools Act of 1994 (Public Law 103-382): Part A, Technology for Education of All Students, Subpart 2 - State and Local Programs for School Technology Resources, Section 3132; Part A, Subpart 3 - Regional Technical Support and Professional Development, Section 3141; Part B -Star Schools Program, Section 3204.

- Conducts a study to evaluate, and reports to the Congress on, the feasibility of several alternative models for providing sustained and adequate funding for schools throughout the United States so that such schools are able to acquire and maintain technology-enhanced curriculum, instruction, and administrative support resources and services (Part A, Subpart 1, National Programs for Technology in Education, Section 3123).
- Provides assistance to statewide telecommunications networks in accordance with Public Law 103-382, Section 3210, Other Assistance.

Office of the Deputy Secretary

This Office, under the leadership of the Deputy Secretary, assists the Secretary in the discharge of Secretarial duties and responsibilities. The Deputy Secretary serves as Acting Secretary in the absence of the Secretary.

The Deputy Secretary focuses on the development and implementation of policies, programs, and activities relating to elementary and secondary education matters. This mission addresses a wide spectrum of interests ranging from safe and drug free schools, special education and rehabilitative services, to the education of students living in poverty and students with linguistically and culturally diverse backgrounds, and the promotion of educational reforms.

The Deputy Secretary also has responsibility for the conduct of the intergovernmental relations of the Department in accordance with 20 U.S.C. 3412(a) (2) (A), the Department of Education Organization Act, as amended.

The Office of Innovation and Improvement reports directly to the Deputy Secretary.

In addition, the Office of Small and Disadvantaged Business Utilization and the Risk Management Service report to the Office of the Deputy Secretary.

Office of Small and Disadvantaged Business Utilization

The Office of Small and Disadvantaged Business Utilization (OSDBU) reports to the Deputy Secretary on all policy matters.

The OSDBU is responsible for all ED activities on behalf of small businesses, minority businesses, and other businesses owned and controlled by disadvantaged persons and all other duties, responsibilities, and functions required by and stemming from, Pub. L. 95-507.

The Director of OSDBU also serves as the Departmental Advocate for Competition as mandated by Pub. L. 98-269. In performing its responsibilities, the Office:

- Plans, directs, and administers the ED Small, Disadvantaged, and Women-Owned Business Program.
- Initiates, develops, and defines policies, procedures, goals, regulations, and other guidance for administering and implementing Department-wide socioeconomic business programs in coordination with, and with review by, the Director, Contracts and Purchasing Operations, who is the Departmental procurement authority.
- Establishes and maintains ties with the business community, other Federal agencies including the General Services Administration and Small Business Administration, and educational institutions that will aid in the achievement of Departmental goals.
- Consults regularly with contract officers on the subject of Pub. L. 95-507 compliance and ED procurement activities, and works with the Grants and Contracts Service on a regular basis to achieve Departmental goals.

In addition, the OSDBU monitors all Departmental contracting authority for OSDBU concerns and the OSDBU Director is responsible for keeping the Secretary and Congress informed of findings and activities of the OSDBU. In-house reporting systems may be required by OSDBU, as needed, to accomplish the above.

Risk Management Service

As part of implementing Enterprise Risk Management throughout the Department, the Risk Management Service (RMS) is responsible for identifying risks and taking effective action to manage and mitigate risks that may adversely affect the advancement of the Department's mission. The **RMS** achieves these results in coordination with the Risk Management Coordinating Council (RMCC) and the Department's Principal Offices (Offices).

To achieve this objective, the RMS:

- Develops and coordinates a Department-wide risk management strategy.
- Coordinates and supports consistent, quality management of formula and discretionary grants and cooperative agreements Department-wide.

RMS has four teams.

Management Improvement Team:

- Manages and coordinates Office activities for the select portfolio of ED's grantees and programs that are determined to have high concentrations of risk.
- Takes the lead role in coordinating cross-Department efforts to manage/mitigate the risk associated with the high-risk and at-risk grants and grantees, by coordinating multiple Office/integrated site visits, negotiating corrective actions with the grantees, and ensuring that states effectively address the risk factors identified by ED.

Program Risk Management & Monitoring Team:

- Works with all components of the organization to ensure that each Office has in place effective risk identification and management strategy and takes effective action to manage and mitigate risk.
- Develops risk analysis tools and strategies for use by the Offices and trains ED staff to use these tools.
- Supports grant-making Offices in developing annual Grants Monitoring Plans that integrate a risk management approach to monitoring.
- Develops performance metrics to measure progress in grants monitoring and accountability and evaluates ED's effectiveness in these areas.

Grants Policy & Procedures Team:

- Works with all components of the organization to develop and institute Department-wide grant policies and procedures for the administration and management of formula and discretionary grants and cooperative agreements promote grantee accountability and results.
- Establishes and maintains Departmental monitoring protocols for discretionary and formula grants, including cooperative agreements.
- Provides Department-wide oversight of compliance with grants policies and procedures, and reports on the status of grants management to the RMCC.
- Coordinates the development of ED policies and positions regarding government-wide grants management and streamlining initiatives.

- Partners with the Training and Development Center to provide fiscal and grants management training to program and staff offices, and ensures that training effectively builds staff capacity to manage and monitor grants.
- Recommends the debarment and suspension of individuals and organizations under the Department's non-procurement debarment authority.

Customer Service Team:

- Ensures accurate and useful information on ED grant requirements is developed and effectively communicated to ED grantees through training and on the web.
- Coordinates and brokers technical assistance and training to grantees in order to improve grantee infrastructure and management capacity.
- Coordinates assistance to state educational agencies and other grantees that promotes their adoption of risk management strategies, strengthens their grants management capacity, and improves accountability, in order to increase the efficient and effective use of all available resources to achieve the educational goals of the organizations.

Current Functional Statement – OM

Office of the Chief Privacy Officer

FOIA Service Center

The FOIA Service Center (Center) is responsible for ensuring agency compliance with the Freedom of Information Act (FOIA), including the following:

- Operates the agency's case management system that responds to FOIA requests;
- Advises the public and ED employees regarding FOIA requests., by ensuring the prompt, courteous, efficient and successful handling of all FOIA and Privacy Act requests received by the Department;
- Serves as the primary office for requestors to obtain information about the status of a FOIA request, and the agency's response;
- Oversees agency compliance with FOIA management policies and operating procedures;
- Provides guidance and instruction to Department staff for the appropriate receipt, handling, and recording of FOIA and Privacy Act requests;
- Develops and provides print and web-based training to Department employees and contractors regarding FOIA;
- Furnishes reliable, accurate, and timely information on FOIA compliance as required by relevant laws, statutes, regulations and directives, including mandated reports on the status of ED's FOIA operations; and
- Coordinates disposition of all Freedom of Information Act (FOIA) appeals received by the Department.

B. Office of Non-Public Education

The Office of Non-Public Education is responsible for ensuring maximum participation of private students and teachers in all Federal education programs for which they are eligible. The Office reviews Department policy concerning education services to private school students and teachers, reviews Department programs and procedures to make certain that services required by law are provided, and recommends to the Secretary through the Deputy Under Secretary for Innovation and Improvement possible changes in laws, regulations, or policies that would increase the availability of these services.

In performing its responsibilities, the Office:

- Designs formal processes securing cooperation, coordination, and review of program operations to assure maximum participation by private school students. It identifies data needs which describe the extent of private school student and teacher participation in federal programs and its relationship to ED programs and policies, analyzes the data, and provides information to program offices.
- Develops guidelines and specific procedures to assure uniform application and consistent administration of statutory bypass activities, and reviews all contracts for bypass services to private school students

TAB D: PROPOSED FUNCTIONAL STATEMENTS

I. Mission and Responsibilities

Section 427 of the General Education Provisions Act states that the Department of Education's mission is to ensure equal access to education and to promote educational excellence throughout the nation, by (1) ensuring equal opportunities to participate for all eligible students, teachers, and other program beneficiaries in any project or activity carried out under an applicable program; and (2) promoting the ability of such students, teachers, and beneficiaries to meet high standards.

II. Duties and Functions of the Secretary

The Secretary is responsible for the overall direction, supervision, and coordination of all activities of the Department and is the principal adviser to the President on Federal policies, programs and activities related to education in the United States.

III. Order of Succession

In the event that the Secretary dies, resigns or is otherwise unable to perform the functions and duties of the office, and the office is thereby deemed to be vacant, the Deputy Secretary shall temporarily perform the functions and duties of the office in an acting capacity.

- Deputy Secretary
- Under Secretary
- General Counsel
- Assistant Secretary, Office of Elementary and Secondary Education
- Assistant Secretary, Office of Planning, Evaluation and Policy Development
- Assistant Secretary, Office of Special Education and Rehabilitative Services
- Assistant Secretary, Office for Civil Rights
- Assistant Secretary, Office of Postsecondary Education
- Assistant Secretary, Office of Career, Technical, and Adult Education
- Assistant Secretary, Office of Legislation and Congressional Affairs
- Assistant Secretary, Office of Communications and Outreach
- Chief of Staff, Office of the Secretary
- Senior Advisor, Office of the Secretary
- Senior Advisor, Office of the Deputy Secretary
- Deputy Chief of Staff for Operations, Office of the Secretary
- Deputy Chief of Staff for Policy, Office of the Secretary
- Principal Deputy Assistant Secretary, Office of Finance and Operations

In instances where the office is not vacant, but all of the above principal officers are unable to perform the functions and duties of the office, the functions and duties of the offices shall be performed by the remaining principal officers in an order of seniority determined by date of appointment.

IV. Duties and Functions of the Deputy Secretary

The Deputy Secretary assists the Secretary in the discharge of Secretarial duties and responsibilities. The Deputy Secretary serves as Acting Secretary in the absence of the Secretary.

Under the Government Performance and Results Act Modernization Act of 2010 (GPRAMA), the Deputy Secretary serves as Chief Operating Officer for the Department. As such, the Deputy Secretary acts on behalf of the Secretary with senior Department leaders in developing and executing effective management and in identifying key organizational vulnerabilities and executing effective approaches to manage risks across the Department's programs, grants, loans, contracts, and related services. The Deputy Secretary leads critical change efforts across the Department.

Additionally, as directed by the Secretary, the Deputy Secretary focuses on the development and implementation of policies, programs, and activities relating to education matters across a wide spectrum of interests. The Deputy Secretary also has responsibility for the conduct of the intergovernmental relations of the Department in accordance with 20 U.S.C. 3412(a) (2) (A), the Department of Education Organization Act, as amended.

V. Duties and Functions of the Immediate Office of the Secretary

The Immediate Office of the Secretary (OS) provides direct advisory and logistical support to the Secretary and Deputy Secretary. Senior staff positions in OS include the Chief of Staff to the Secretary (CoS), the Deputy Chief of Staff for Operations (DCoSO), the Deputy Chief of Staff for Policy (DCoSP), the Senior Advisor(s), and the Performance Improvement Officer (PIO).

The CoS provides overall direction and guidance to the OS staff, works closely with the White House on a wide variety of policy matters coming before the Secretary, represents the Secretary's views in contacts with senior officials within and outside the Department and responds to appropriate inquiries concerning the Secretary's views and positions. Additionally, the CoS coordinates and collaborates with relevant personnel within and external to the agency, with significant roles in contributing to and achieving the mission and goals of the agency. The CoS provides overall direction and guidance to the Deputy Chief of Staff for Operations, the Deputy Chief of Staff for Policy, and the International Affairs subunit.

The DCoSO is responsible for scheduling, advance, and related operational matters pertaining to the Secretary and provides guidance and direction to the Scheduling and Advance Staff, the Executive Office, the Executive Secretariat, and the White House Liaison, who coordinates with the White House on personnel and scheduling matters and on sensitive political issues and is responsible for the processing and placement for all appointments for non-career and advisory council positions.

The DCoSP provides guidance and direction on a wide range of policy matters and issues. In collaboration with the Secretary and Deputy Secretary, the DCOSP provides guidance and advice on policy and budget formulation and equitable services for private school students and teachers.

Senior Advisor(s) provide expert advice to the Secretary and the Deputy Secretary to inform decision-making on the Department's strategic direction and program and policy goals; implement critical change efforts and initiatives across the Department on behalf of the Secretary and the Deputy Secretary; evaluate and advise on the implications of proposed new or revised education policies, regulations and legislation and other education-related proposals critical to the Secretary and the Deputy Secretary; supports the development and execution of executing effective management approaches; provides guidance on how the Department invests in and administers grants; and advises on the operation and human capital management.

The PIO provides overall organization management to improve agency performance and to achieve the mission and goals of the agency through the use of strategic and performance planning, measurement, analysis, regular assessment of progress, and the use of performance information to improve the results achieved. To that end, the PIO oversees the development and implementation of the Department's strategic plan, annual performance plans, and annual performance reporting. In addition, the PIO advises the Secretary and Deputy Secretary on the selection of agency goals, including opportunities to collaborate with other agencies on common goals.

VI. Duties and Functions of Subunits in the Office of the Secretary

i. Scheduling and Advance Staff

The Scheduling and Advance Staff is responsible for meeting the daily information needs of the Office of the Secretary and for managing the logistics and advance work for the Secretary's travel and public appearances.

In performing its responsibilities, the Staff:

- Manages all aspects related to the Secretary's travel and public appearances.
- Receives and schedules requests for speaking engagements.
- Clears and plans the agenda for Secretarial appearances and coordinates the advance work related to travel and logistics.
- Coordinates the preparation of briefing materials for the Secretary, assuring the Secretary is briefed in advance of daily meetings and trips. This responsibility entails:
 - Determination of the information needed for each activity and management of the data collection process.
 - Analysis of the information provided and preparation of briefing materials.
 - Preparation of briefing materials for the White House for Presidential and Vice Presidential trips and meetings.
 - Preparation of regular reports on the activities and initiatives of the Department for the White House including the Weekly Calendar of Agency Events and the Monthly Listings of ED Major Accomplishments.

ii. Executive Office

The Executive Office provides administrative and management services and is responsible for: the development, execution, and monitoring of the OS budget and contracts; development of internal administrative policies and operating procedures; human resources management; information technology, telecommunications and office equipment services; office space planning and utilization; travel authorizations and reimbursements, etc. The EO is also responsible for the coordination of emergency preparedness activities as they relate to the Secretary's Continuity of Government responsibilities. EO serves as the point of contact for the White House in all matters relating to the Secretary's role as a presidential successor.

In performing its responsibilities, the EO:

- Reviews and comments on administrative policy directives and implements management procedures and directives from other ED offices, OMB, OPM, and other Federal agencies.
- Prepares briefing and background materials on controversial management and administrative matters for the Secretary and the Deputy Secretary and prepares and coordinates responses as appropriate.
- Provides all administrative services for the employees in OS (such as space planning, human resources, property inventory control, travel, supplies, health and safety, small purchases, contracts, budget, information technology, etc.).
- Formulates and executes the annual budget and personnel target level request and develops the annual fiscal operating plan.
- Provides support and guidance in all areas of human resources, including: workforce analysis; organizational structure; reorganization proposals; labor and employee relations; and the personnel management system.
- Establishes and administers a gift fund account, as well as the Secretary's reception fund.
- Establishes systems for monitoring home-to-work transportation afforded to the Secretary and the Deputy Secretary, as appropriate, and prepares reports regarding tax implications.
- Coordinates personnel and assignments within the Department on sensitive recruitment and placement plans, including necessary controls over the Departmental security clearance process. Works closely with the White House Liaison on political appointments, as well as sensitive actions throughout the Department.
- Responsible for records management and serves as custodian of classified documents for client offices, including the maintenance of proper protocols and secure phones and related equipment.

iii. **Executive Secretariat**

The Executive Secretariat is the focal point in the Department of Education for tracking all correspondence and documents flowing to and from OS and for tracking and monitoring Freedom of Information Act requests to the Department.

In performing the responsibility of document control, the immediate office of the Executive Secretariat:

- Maintains a computerized tracking system to ensure timely preparation of reports and completion of assignments, which includes information and action memoranda for decisions by the Secretary or the Deputy Secretary; mandated obligations, including Congressional reports, bill reports to Congress and OMB, budget reports to OMB, and interagency agreements; regulatory documents; and assignments from the Secretary and the Deputy Secretary.
- Manages a computer tracking system, which produces regular status reports for the Secretary and the Deputy Secretary on the status of assignments. Follows-up on related assignments and documents to ensure that the responsible office is functioning in a timely manner.

- Compiles correspondence in signature books for the Secretary and the Deputy Secretary. Ensures that format and style are consistent with the requirements of the Secretary and the Deputy Secretary.
- Ensures each Principal Office is familiar with processes and formats and for formats for documents and correspondence sent to the Secretary and the Deputy Secretary.
- Receives all regulatory documents and all decision and information memoranda for action by the Secretary or the Deputy Secretary. Reviews these documents to ensure that the proper format is followed, logs documents into the computer system, and prepares computer-tracking form.
- Conducts special projects at the request of the Secretary and the Deputy Secretary.

Within the Executive Secretariat are two units: the Correspondence and Communications Control Unit and the Freedom of Information Act (FOIA) Service Center.

In performing its responsibilities, the Correspondence and Communications Control Unit:

- Reviews all incoming correspondence to the Secretary and the Deputy Secretary, including correspondence referred by the White House and other Federal agencies, and determines the method by which each piece of correspondence should be handled by the Department.
- Assigns responsibility for necessary action on all correspondence and ensures that the office responsible for handling it does so in a timely manner.
- Produces regular reports on the status of their correspondence for the Secretary and the Deputy Secretary.
- Tracks all correspondence and assignments. Operates the Secretary's autopen machine, ensuring security in its use.
- Processes and dispatches all correspondence signed by for Secretary and the Deputy Secretary.
- Maintains the Secretary's and the Deputy Secretary's official files, historical records, and archives.
- Prepares responses to correspondence when letters do not require the expertise of Department offices
- Forwards incoming correspondence as appropriate to other Federal agencies for response.

The FOIA Service Center (Center) is responsible for ensuring agency compliance with the FOIA, including the following:

- Operates the agency's case management system that responds to FOIA requests
- Advises the public and ED employees regarding FOIA requests by ensuring the prompt, courteous, efficient, and successful handling of all FOIA and Privacy Act requests received by the Department
- Serves as the primary office for requestors to obtain information about the status of a FOIA request and the agency's response
- Oversees agency compliance with FOIA management policies and operating procedures
- Provides guidance and instruction to Department staff for the appropriate receipt, handling, and recording of FOIA and Privacy Act requests
- Develops and provides print and web-based training to Department employees and contractors regarding FOIA

- Furnishes reliable, accurate, and timely information on FOIA compliance as required by relevant laws, statutes, regulations and directives, including mandated reports on the status of ED's FOIA operations
- Coordinates the disposition of all Freedom of Information Act (FOIA) appeals received by the Department.

iv. International Affairs

The International Affairs Office is responsible for advising the Secretary, the Deputy Secretary, and Senior Officers on international issues and initiatives that may affect U.S. education or ED policies and programs.

In performing its responsibilities, the International Affairs Office:

- Plans analytic and comparative education studies and projects.
- Develops ED policy regarding international activities and initiatives and coordinates the involvement of Principal Offices in international activities and projects and initiatives.
- Develops and implements (in cooperation with other ED Principal Offices and other agencies) agreements with selected other countries in the field of education, as well as ED involvement in international organizations in the field of education.
- Develops substantive briefing packages, talking points, and other documents for ED Senior Officers' participation in international initiatives and briefs the Secretary or other Senior Officers.
- Coordinates and reviews the Department's international travel plan as well as all Principal Office requests for ED foreign travel.
- Develops and maintains an ED International Education Web Site and responds to requests for information on U.S. education from foreign sources, and on foreign education systems from U.S. sources.
- Arranges for visits by foreign educators, government officials, journalists, and others to ED.
- Maintains the security and distribution of classified documents provided to ED by the Department of State.
- Administers the U.S. Network for Educational Information, a specialized information service dealing with international educational exchange issues.
- Works with other federal agencies, international organizations, educational associations, and ministries of education of foreign governments on cooperative projects and programs in international education.
- Develops and implements interagency agreements, including agreements with the Department of State regarding foreign travel and staff located at State Department embassies.

v. Office of Non-Public Education

The Office of Non-Public Education is responsible for ensuring maximum participation of private students and teachers in all Federal education programs for which they are eligible. The Office reviews Department policy concerning education services to private school students and teachers, reviews Department programs and procedures to make certain that

services required by law are provided, and recommends to the Secretary possible changes in laws, regulations, or policies that would increase the availability of these services.

In performing its responsibilities, the Office:

- Designs formal processes securing cooperation, coordination, and review of program operations to assure maximum participation by private school students
- Identifies data needs that describe the extent of private school student and teacher participation in federal programs and the relationship to ED programs and policies; analyzes the data; and provides information to program offices
- Develops guidelines and specific procedures to assure uniform application and consistent administration of statutory bypass activities and reviews all contracts for bypass services to private school students

TAB E: CURRENT STAFFING PATTERN

DRAFT- DELIBERATIVE-CONFIDENTIAL
CURRENT STAFFING PATTERN

	Last Name	First Name	Middle	Position Title	Org Desc	PP	Series	Gr	Step	Work Sch	BUS	Location
	IMMEDIATE OFFICE											
1	DEVOS	ELISABETH	F	SECRETARY OF EDUCATION	OFFICE OF THE SECRETARY	EX	1720	01	00	FTT	(b)(6)	WASHINGTON,DC
2	VENABLE	JOSHUA	JAMES	CHIEF OF STAFF	OFFICE OF THE SECRETARY	ES	0301	00	00	FTP	(b)(6)	WASHINGTON,DC
3	EITEL	ROBERT	S	SENIOR ADVISOR	OFFICE OF THE SECRETARY	ES	0301	00	00	FTP	(b)(6)	WASHINGTON,DC
4	SIMMONS	LEE	DOUGLASS	DEPUTY CHIEF OF STAFF FOR OPERATIONS	OFFICE OF THE SECRETARY	ES	0301	00	00	FTP	(b)(6)	WASHINGTON,DC
5	LEE	EBONY	L.	DCOS FOR POLICY	OFFICE OF THE SECRETARY	ES	0301	00	00	FTP	(b)(6)	WASHINGTON,DC
6	CONATY	JOSEPH	C.	SENIOR ADVISOR	OFFICE OF THE SECRETARY	ES	0301	00	00	FTP	(b)(6)	WASHINGTON,DC
7	PAYNE	WILLIAM	ROBERT	CONSULTANT	OFFICE OF THE SECRETARY	EF	0301	00	00	INT	(b)(6)	WASHINGTON,DC
8	AKINS	KAREN	P.	COMMITTEE MGMT OFFICER	OFFICE OF THE SECRETARY	GS	0301	14	07	FTP	(b)(6)	WASHINGTON,DC
9	BLEW	JAMES	CARTER	SPECIAL ASSISTANT	OFFICE OF THE SECRETARY	GS	0301	15	10	FTT	(b)(6)	WASHINGTON,DC
10	BREEDING	NATHANIEL	DOUGLAS	SPECIAL ASSISTANT	OFFICE OF THE SECRETARY	GS	0301	14	02	FTT	(b)(6)	WASHINGTON,DC
11	CUNNINGHAM	PHAVY		PROGRAM SPECIALIST	OFFICE OF THE SECRETARY	GS	0301	13	02	FTP	(b)(6)	WASHINGTON,DC
12	DELAHUNTY	SARAH		CONFIDENTIAL ASSISTANT	OFFICE OF THE SECRETARY	GS	0301	11	02	FTT	(b)(6)	WASHINGTON,DC
13	HILL	PAULA	C.	MANAGEMENT & PROG ANALYST	OFFICE OF THE SECRETARY	GS	0343	14	09	FTP	(b)(6)	WASHINGTON,DC
14	MCCLOSKEY	AMBER	CALISTA	CONFIDENTIAL ASSISTANT	OFFICE OF THE SECRETARY	GS	0301	11	01	FTT	(b)(6)	WASHINGTON,DC
15	NEWMAN	JESSICA	MARIE	SPECIAL ASSISTANT	OFFICE OF THE SECRETARY	GS	0301	14	01	FTT	(b)(6)	WASHINGTON,DC
16	SNOW	MCKENZIE	ANN	SPECIAL ASSISTANT	OFFICE OF THE SECRETARY	GS	0301	13	01	FTT	(b)(6)	WASHINGTON,DC
17	VENTIMIGLIA	ERIC	MICHAEL	SPECIAL ASSISTANT	OFFICE OF THE SECRETARY	GS	0301	13	01	FTT	(b)(6)	WASHINGTON,DC
18	WALKER	KATHRYN	BRYAN	CONFIDENTIAL ASSISTANT	OFFICE OF THE SECRETARY	GS	0301	09	01	FTT	(b)(6)	WASHINGTON,DC
	EXECUTIVE MANAGEMENT STAFF											
19	AVILA	DESIREE	A.	MANAGEMENT & PROG ANALYST	EXECUTIVE MANAGEMENT STAFF	GS	0343	13	08	FTP	(b)(6)	WASHINGTON,DC
20	BADUA	CINDERELA	Q.	PROGRAM SPECIALIST	EXECUTIVE MANAGEMENT STAFF	GS	0301	12	09	FTP	(b)(6)	SAN FRANCISCO,CALIFORNIA
21	BALLARD	SEDA	R	MANAGEMENT AND PROGRAM ANALYST	EXECUTIVE MANAGEMENT STAFF	GS	0343	13	05	FTP	(b)(6)	WASHINGTON,DC
22	CHESTER	LAVERNE	M.	SUPERVISORY MGMT & PROGRAM ANALYST	EXECUTIVE MANAGEMENT STAFF	GS	0343	15	09	FTP	(b)(6)	WASHINGTON,DC
23	DEDERT	MITCHELL	G.	SUPVY MANAGEMENT AND PROG ANALYST	EXECUTIVE MANAGEMENT STAFF	GS	0343	15	10	FTP	(b)(6)	WASHINGTON,DC
24	DIAS	GLEN	D.	MANAGEMENT AND PROGRAM ANALYST	EXECUTIVE MANAGEMENT STAFF	GS	0343	13	09	FTP	(b)(6)	WASHINGTON,DC
25	DIXON	CYNTHIA	M.	SUPERVISORY MGMT & PROGRAM ANALYST	EXECUTIVE MANAGEMENT STAFF	GS	0343	15	06	FTP	(b)(6)	WASHINGTON,DC
26	DOYLE	WILLIAM	J.	MANAGEMENT & PROG ANALYST	EXECUTIVE MANAGEMENT STAFF	GS	0343	15	09	FTP	(b)(6)	WASHINGTON,DC
27	JONES	CARLY	C.	MANAGEMENT AND PROGRAM ANALYST	EXECUTIVE MANAGEMENT STAFF	GS	0343	13	04	FTP	(b)(6)	WASHINGTON,DC
28	KIRBY	ERIKA	D.	MANAGEMENT & PROG ANALYST	EXECUTIVE MANAGEMENT STAFF	GS	0343	13	06	FTP	(b)(6)	WASHINGTON,DC
29	MCDONALD	JEFFERY	S	IT SPECIALIST	EXECUTIVE MANAGEMENT STAFF	GS	2210	14	08	FTP	(b)(6)	WASHINGTON,DC
30	PATILLO	ASHLEY	N.	PROGRAM SPECIALIST	EXECUTIVE MANAGEMENT STAFF	GS	0301	11	02	FTP	(b)(6)	WASHINGTON,DC
31	PHIPPS	NANCY	L.	IT SPECIALIST	EXECUTIVE MANAGEMENT STAFF	GS	2210	14	07	FTP	(b)(6)	WASHINGTON,DC
32	PLEDGER	GLORIA	ELVIRA	MANAGEMENT AND PROGRAM ANALYST	EXECUTIVE MANAGEMENT STAFF	GS	0343	13	07	FTP	(b)(6)	WASHINGTON,DC
33	POLLARD	MONIQUE	P	SUPERVISORY MGMT & PROGRAM ANALYST	EXECUTIVE MANAGEMENT STAFF	GS	0343	14	07	FTP	(b)(6)	WASHINGTON,DC
34	SWANN	COREY	L	EXECUTIVE MANAGEMENT STAFF SPECIALIST	EXECUTIVE MANAGEMENT STAFF	GS	0301	11	01	FTP	(b)(6)	WASHINGTON,DC
35	WEAVER	GARY	L.	MANAGEMENT AND PROGRAM ANALYST	EXECUTIVE MANAGEMENT STAFF	GS	0343	15	06	FTP	(b)(6)	WASHINGTON,DC
	SCHEDULING AND ADVANCE											
36	BOYSE	NATALIE	RITTENHOUSE	CONFIDENTIAL ASSISTANT	SCHEDULING & ADVANCE STAFF	GS	0301	11	01	FTT	(b)(6)	WASHINGTON,DC
37	ERNST	ALLEN	JOSEPH	CONFIDENTIAL ASSISTANT	SCHEDULING & ADVANCE STAFF	GS	0301	11	01	FTT	(b)(6)	WASHINGTON,DC
38	MANALO	ALVIN	V.	PROGRAM SPECIALIST	SCHEDULING & ADVANCE STAFF	GS	0301	12	02	FTP	(b)(6)	WASHINGTON,DC
	OFFICE OF EDUCATIONAL TECHNOLOGY											
39	ADAMS	BERNADETTE	R.	BRANCH CHIEF	OFFICE OF EDUCATIONAL TECNLOGY	GS	0343	15	07	FTP	(b)(6)	WASHINGTON,DC
40	FRIDIE	DAVID	W	STUDENT TRAINEE (OFC AUTOM	OFFICE OF EDUCATIONAL TECNLOGY	GS	0399	04	01	PTT	(b)(6)	WASHINGTON,DC

DRAFT- DELIBERATIVE-CONFIDENTIAL
CURRENT STAFFING PATTERN

41	LEU	SHARON		PROGRAM ANALYST	OFFICE OF EDUCATIONAL TECN LGY	GS 0343	13	06	FTP	WASHINGTON,DC
42	SOO	DAVID	TIMOTHY	EDUCATION PROGRAM SPECIALIST	OFFICE OF EDUCATIONAL TECN LGY	GS 1720	14	02	FTP	WASHINGTON,DC
43	TRETTIN	SARA	SUITER	EDUCATION PROGRAM SPECIALIST	OFFICE OF EDUCATIONAL TECN LGY	GS 1720	12	03	FTP	WASHINGTON,DC
44	WHITAKER	HEATHER	ANNE	SPECIAL ASSISTANT	OFFICE OF EDUCATIONAL TECN LGY	GS 0301	13	01	FTT	WASHINGTON,DC
INTERNATIONAL AFFAIRS OFFICE										
45	MCLAUGHLIN	MAUREEN	A.	SENIOR ADVISOR TO THE SEC & DIR OF IA	INTERNATIONAL AFFAIRS OFFICE	ES 0301	00	00	FTP	WASHINGTON,DC
46	LIVINGSTON	JOANNE		INTERNATIONAL AFFAIRS SPEC	INTERNATIONAL AFFAIRS OFFICE	GS 0301	15	10	FTP	WASHINGTON,DC
47	MARIANETTI	JADON		INTERNATIONAL AFFAIRS SPECIALIST	INTERNATIONAL AFFAIRS OFFICE	GS 0301	13	01	FTP	WASHINGTON,DC
48	MILLER	REBECCA	D	INTERNATIONAL AFFAIRS SPECIALIST	INTERNATIONAL AFFAIRS OFFICE	GS 0301	13	01	FTP	WASHINGTON,DC
49	NEVAREZ	RAFAEL	M.	INTERNATIONAL AFFAIRS SPECIALIST	INTERNATIONAL AFFAIRS OFFICE	GS 0301	15	06	FTP	WASHINGTON,DC
50	SHIVERS-BARCLAY	SAMBIA	J	INTERNATIONAL AFFAIRS SPECIALIST	INTERNATIONAL AFFAIRS OFFICE	GS 0301	13	08	FTP	WASHINGTON,DC
51	TAHIR	VERONICA	WINNIFRED	STAFF ASSISTANT	INTERNATIONAL AFFAIRS OFFICE	GS 0301	11	01	FTP	WASHINGTON,DC
EXECUTIVE SECRETARIAT										
52	ST PIERRE	TRACEY		DIRECTOR, EXECUTIVE SECRETARIAT	EXECUTIVE SECRETARIAT STAFF	ES 0301	00	00	FTP	WASHINGTON,DC
53	CRUM	LAURETTE	A.	MANAGEMENT & PROG ANALYST	EXECUTIVE SECRETARIAT STAFF	GS 0343	15	07	FTP	WASHINGTON,DC
54	GUENTHER	MARGARET	W.	MANAGEMENT & PROG ANALYST	EXECUTIVE SECRETARIAT STAFF	GS 0343	15	10	FTP	WASHINGTON,DC
55	HOUSER	JAMES	D.	MANAGEMENT & PROG ANALYST	EXECUTIVE SECRETARIAT STAFF	GS 0343	15	10	FTP	WASHINGTON,DC
56	MONROE	TANYA	D.	MANAGEMENT & PROG ANALYST	EXECUTIVE SECRETARIAT STAFF	GS 0343	13	08	FTP	WASHINGTON,DC
57	NABER	DIANNE	D.	MANAGEMENT & PROG ANALYST	EXECUTIVE SECRETARIAT STAFF	GS 0343	13	09	FTP	WASHINGTON,DC
58	O'NEILL	ALEXIS	J.	MANAGEMENT AND PROGRAM ANALYST	EXECUTIVE SECRETARIAT STAFF	GS 0343	15	03	FTP	WASHINGTON,DC
59	SCOTT	ROBERT	T	MANAGEMENT AND PROGRAM ANALYST	EXECUTIVE SECRETARIAT STAFF	GS 0343	15	01	PTT	WASHINGTON,DC
60	STEVENS	SHARON	J.	MANAGEMENT & PROG ANALYST	EXECUTIVE SECRETARIAT STAFF	GS 0343	15	07	FTP	WASHINGTON,DC
61	WEBB	JAMES	H.	PROGRAM SPECIALIST	EXECUTIVE SECRETARIAT STAFF	GS 0301	11	08	FTP	WASHINGTON,DC
62	WINTERS	DEBORAH	L.	SUPVY MANAGEMENT & PROG ANALYST	EXECUTIVE SECRETARIAT STAFF	GS 0343	15	10	FTP	WASHINGTON,DC
CORRESPONDENCE AND COMMUNICATIONS CONTROL										
63	MAYES	EDGAR	W.	SUPVY COMMUNICATIONS CONT MGR	CORRESP & COMMUN CONTROL UNIT	GS 0301	14	10	FTP	WASHINGTON,DC
64	CATOE	TALANDA	T.	SUPVY. CORRESPONDENCE CONTROL SPEC.	CORRESP & COMMUN CONTROL UNIT	GS 0301	13	10	FTP	WASHINGTON,DC
65	EDMONDSON	MONIQUE	N.	CORRESPONDENCE MANAGEMENT ANALYST	CORRESP & COMMUN CONTROL UNIT	GS 0301	09	07	FTP	WASHINGTON,DC
66	FOWLER-HARMON	DARLENE	E.	CORRESPONDENCE MGMT. ANALYST	CORRESP & COMMUN CONTROL UNIT	GS 0301	11	08	FTP	WASHINGTON,DC
67	KEGLER	TARKISHIA	M	CORRESPONDENCE MANAGEMENT ANALYST	CORRESP & COMMUN CONTROL UNIT	GS 0301	11	02	FTP	WASHINGTON,DC
68	MURRAY	DARREN	R.	ARCHIVE SPECIALIST	CORRESP & COMMUN CONTROL UNIT	GS 0301	09	07	FTP	WASHINGTON,DC
69	WARE	ANGELA	D.	CORRESPONDENCE MANAGEMENT ANALYST	CORRESP & COMMUN CONTROL UNIT	GS 0301	09	08	FTP	WASHINGTON,DC
70	WASHINGTON	WENDELL	D.	CORRESPONDENCE MANAGEMENT ANALYST	CORRESP & COMMUN CONTROL UNIT	GS 0301	11	04	FTP	WASHINGTON,DC

(b)(6)

DRAFT-DELIBERATIVE-CONFIDENTIAL
CURRENT STAFFING PATTERN

	Last Name	First Name	Middle	Position Title	Org Desc	PP	Series	Gr	Step	Work Sch	BUS	Location
	IMMEDIATE OFFICE											
1	ZAIS	MITCHELL	MCGEEVER	DEPUTY SECRETARY	OFC OF THE DEPUTY SECRETARY	ES	0301	00	00	FTP	(b)(7)(C)	WASHINGTON,DC
2	TALBERT	KENT	D.	SENIOR ADVISOR	OFC OF THE DEPUTY SECRETARY	ES	0301	00	00	FTP	(b)(7)(C)	WASHINGTON,DC
3	DAVIS	MARTHA	BEATRICE	CONFIDENTIAL ASSISTANT	OFC OF THE DEPUTY SECRETARY	GS	0301	09	02	FTT	(b)(7)(C)	WASHINGTON,DC
	PERFORMANCE IMPROVEMENT TEAM											
4	BATTLE	SANDRA	G.	PERFORMANCE IMPROVEMENT OFC	OFC OF THE DEPUTY SECRETARY	ES	0301	00	00	FTP	(b)(7)(C)	WASHINGTON,DC
5	HUNZIKER	ELIZABETH	M.	MANAGEMENT & PROG ANALYST	OFC OF THE DEPUTY SECRETARY	GS	0343	09	09	FTP	(b)(7)(C)	WASHINGTON,DC
6	MARAJ	ASHLEY	D.	MANAGEMENT AND PROGRAM ANALYST	OFC OF THE DEPUTY SECRETARY	GS	0343	12	04	FTP	(b)(7)(C)	WASHINGTON,DC
7	MCHUGH	ERIN	LYNN	SUPERVISORY MGMT & PROGRAM ANALYST	OFC OF THE DEPUTY SECRETARY	GS	0343	15	04	FTP	(b)(7)(C)	WASHINGTON,DC
8	MILLER	MEREDITH	ANN.	MANAGEMENT & PROG ANALYST	OFC OF THE DEPUTY SECRETARY	GS	0343	15	08	FTP	(b)(7)(C)	WASHINGTON,DC
9	STILLWELL	ROBERT	T.	MANAGEMENT & PROG ANALYST	OFC OF THE DEPUTY SECRETARY	GS	0343	14	02	FTP	(b)(7)(C)	WASHINGTON,DC
	RISK MANAGEMENT SERVICE											
10	MAESTRI	PHILIP	A.	DIRECTOR, RISK MANAGEMENT SERVICE	RISK MANAGEMENT SERVICE	ES	0301	00	00	FTP	(b)(7)(C)	WASHINGTON,DC
11	OTTER	TINA	M.	MANAGEMENT AND PROGRAM ANALYST	RISK MANAGEMENT SERVICE	GS	0343	14	07	FTP	(b)(7)(C)	WASHINGTON,DC
	PROGRAM RISK MANAGEMENT AND MONITORING TEAM											
12	CRONIN	HILARY		SUPV MANAGEMENT AND PROGRAM ANALYST	PROGRAM RISK MNGMENT & MONITORING TEAM	GS	0343	15	08	FTP	(b)(7)(C)	WASHINGTON,DC
13	GRIERSON	MICHAEL		MANAGEMENT & PROG ANALYST	PROGRAM RISK MNGMENT & MONITORING TEAM	GS	0343	15	06	FTP	(b)(7)(C)	WASHINGTON,DC
14	HICKS	KIM	R.	MANAGEMENT & PROG ANALYST	PROGRAM RISK MNGMENT & MONITORING TEAM	GS	0343	14	07	FTP	(b)(7)(C)	WASHINGTON,DC
15	HIGGINS	CHARLES	GILBERT	MANAGEMENT AND PROGRAM ANALYST	PROGRAM RISK MNGMENT & MONITORING TEAM	GS	0343	12	01	FTP	(b)(7)(C)	WASHINGTON,DC
16	LATTERNER	LORA	K.	MANAGEMENT AND PROGRAM ANALYST	PROGRAM RISK MNGMENT & MONITORING TEAM	GS	0343	13	02	FTP	(b)(7)(C)	WASHINGTON,DC
17	RODRIGUEZ	JENNIFER		MANAGEMENT AND PROGRAM ANALYST	PROGRAM RISK MNGMENT & MONITORING TEAM	GS	0343	12	02	FTP	(b)(7)(C)	WASHINGTON,DC
18	SCOTT	MICHAEL	L.	MANAGEMENT AND PROGRAM ANALYST	PROGRAM RISK MNGMENT & MONITORING TEAM	GS	0343	11	04	FTP	(b)(7)(C)	WASHINGTON,DC
	GRANTS POLICIES AND PROCEDURES TEAM											
19	ALSTON	TAMARA	L.	MANAGEMENT AND PROGRAM ANALYST	GRANTS POLICIES AND PROCEDURES TEAM	GS	0343	14	07	FTP	(b)(7)(C)	WASHINGTON,DC
20	BAXTER	TAMMY	D.	MANAGEMENT & PROGR ANALYST	GRANTS POLICIES AND PROCEDURES TEAM	GS	0343	13	06	FTP	(b)(7)(C)	WASHINGTON,DC
21	CROWE	AYISA	F.	SUPERVISORY MGMT/PROGRAM ANALYST	GRANTS POLICIES AND PROCEDURES TEAM	GS	0343	15	07	FTP	(b)(7)(C)	WASHINGTON,DC
22	DOWNEY	DAVID	J.	MANAGEMENT & PROG ANALYST	GRANTS POLICIES AND PROCEDURES TEAM	GS	0343	14	08	FTP	(b)(7)(C)	WASHINGTON,DC
23	HOLLOMAN	RONELLE	J.	MANAGEMENT AND PROGRAM ANALYST	GRANTS POLICIES AND PROCEDURES TEAM	GS	0343	14	10	FTP	(b)(7)(C)	WASHINGTON,DC
24	KILLIAN	KATHY	R.	MANAGEMENT & PROG ANALYST	GRANTS POLICIES AND PROCEDURES TEAM	GS	0343	14	04	FTP	(b)(7)(C)	WASHINGTON,DC
25	NEAL	DWIGHT	EDWARD	MANAGEMENT & PROGRAM ANALYST	GRANTS POLICIES AND PROCEDURES TEAM	GS	0343	12	01	FTP	(b)(7)(C)	WASHINGTON,DC
26	PETTIFORD	ALFREIDA	J.	MANAGEMENT ANALYST	GRANTS POLICIES AND PROCEDURES TEAM	GS	0343	14	08	FTP	(b)(7)(C)	WASHINGTON,DC
27	ROMERO	PEDRO	A.	MANAGEMENT AND PROGRAM ANALYST	GRANTS POLICIES AND PROCEDURES TEAM	GS	0343	14	10	FTP	(b)(7)(C)	WASHINGTON,DC
	MANAGEMENT IMPROVEMENT TEAM											
28	BENBOW	SUSAN	K.	MANAGEMENT & PROG ANALYST	MANAGEMENT IMPROVEMENT TEAM	GS	0343	15	10	FTP	(b)(7)(C)	WASHINGTON,DC
29	CHINN	INSUK	P.	FINANCIAL ANALYST	MANAGEMENT IMPROVEMENT TEAM	GS	1160	15	10	FTP	(b)(7)(C)	WASHINGTON,DC
30	DICKERSON	ANA	L.	MANAGEMENT & PROG ANALYST	MANAGEMENT IMPROVEMENT TEAM	GS	0343	15	06	FTP	(b)(7)(C)	WASHINGTON,DC
31	GREEN	IYALTA	IVEESHA	MANAGEMENT & PROG ANALYST	MANAGEMENT IMPROVEMENT TEAM	GS	0343	14	07	FTP	(b)(7)(C)	WASHINGTON,DC
32	JACKSON	CHRISTINE	T.	EDUCATION PROGRAM SPECIALIST	MANAGEMENT IMPROVEMENT TEAM	GS	1720	15	10	FTP	(b)(7)(C)	WASHINGTON,DC
33	LOUGHRAN	PETER	B.	MANAGEMENT & PROG ANALYST	MANAGEMENT IMPROVEMENT TEAM	GS	0343	11	05	FTP	(b)(7)(C)	WASHINGTON,DC
34	ROBINSON	MARK	W.	SUPV MANAGEMENT & PROG ANALYST	MANAGEMENT IMPROVEMENT TEAM	GS	0343	15	10	FTP	(b)(7)(C)	WASHINGTON,DC

DRAFT-DELIBERATIVE-CONFIDENTIAL
CURRENT STAFFING PATTERN

	OFFICE OF SMALL & DISADVANTAGED BUSINESS											
35	CARTER	MELANIE	J.	PROGRAM SPECIALIST	OFFICE OF SMALL & DISADVNTGE BUSINESS	GS	0301	12	08	FTP	(b)(7)(D)	WASHINGTON,DC
36	COVERSON	MARCELLA	D.	PROCUREMENT ANALYST	OFFICE OF SMALL & DISADVNTGE BUSINESS	GS	1102	13	10	FTP	(b)(7)(D)	WASHINGTON,DC
37	JOHNSON	JAVETTE	S	MANAGEMENT & PROGRAM ANALYST	OFFICE OF SMALL & DISADVNTGE BUSINESS	GS	0343	12	03	FTP	(b)(7)(D)	WASHINGTON,DC
38	SCOTT	JANET	DANIELS	DIR, OFC OF SMALL AND DISADV BUS UTIL	OFFICE OF SMALL & DISADVNTGE BUSINESS	ES	1101	00	00	FTP	(b)(7)(D)	WASHINGTON,DC

CURRENT STAFFING PATTERN FOR OM'S FOIA SERVICE CENTER

<u>NAME</u>	<u>TITLE</u>	<u>PP</u>	<u>SERIES</u>	<u>GRADE</u>
CALIGUIRAN, ARTHUR C	GOVERNMENT INFORMATION SPECIALIST	GS	0306	14
COOK, CORDELIA E.	GOVERNMENT INFORMATION SPECIALIST	GS	0306	12
LEE, SHAHANGA N.	GOVERNMENT INFORMATION SPECIALIST	GS	0306	11
SMITH, GREGORY ANTON	SUPERVISORY GOVERNMENT INFO SPEC	GS	0306	15
SWAFFORD, CHRISTIE D.	GOVERNMENT INFORMATION MANAGEMENT	GS	0306	12
WEHAUSEN, ROBERT E.	GOVERNMENT INFORMATION SPECIALIST	GS	0306	14

CURRENT STAFFING PATTERN FOR OII'S OFFICE OF NON-PUBLIC EDUCATION

<u>NAME</u>	<u>TITLE</u>	<u>PP</u>	<u>SERIES</u>	<u>GRADE</u>
ALLEN, PAMELA N.	EDUCATION PROGRAM SPECIALIST	GS	1720	14
BINDER, ISADORA T.	MANAGEMENT & PROG ANALYST	GS	0343	13
DOWLING, MAUREEN FRANCES	SUPVY EDUCATION PROGRAM SPCLST	GS	1720	15
JONES, GARY K.*	MANAGEMENT AND PROGRAM ANALYST	GS	0343	12
MORRISEY, JENAY E.	MANAGEMENT AND PROGRAM ANALYST	GS	0343	12
THOMPSON, BRIAN M.*	MANAGEMENT & PROGRAM ANALYST	GS	0343	14

*Not being assigned to OS; they are part of the OLCA/OCO restructuring package.

TAB F: PROPOSED STAFFING PATTERN

DRAFT-DELIBERATIVE-CONFIDENTIAL
PROPOSED STAFFING PATTERN

	Last Name	First Name	Middle	Position Title	Description	PP	Series	Gr	Step	Work Sch	BUS	Location
IMMEDIATE OFFICE												
1	DEVOS	ELISABETH	F	SECRETARY OF EDUCATION	OFFICE OF THE SECRETARY	EX	1720	01	00	FTT	(b)(7)	WASHINGTON,DC
2	ZAIS	MITCHELL	MCGEEVER	DEPUTY SECRETARY	OFFICE OF THE SECRETARY	ES	0301	00	00	FTP		WASHINGTON,DC
3	VENABLE	JOSHUA	JAMES	CHIEF OF STAFF	OFFICE OF THE SECRETARY	ES	0301	00	00	FTP		WASHINGTON,DC
4	EITEL	ROBERT	S	SENIOR ADVISOR	OFFICE OF THE SECRETARY	ES	0301	00	00	FTP		WASHINGTON,DC
5	LEE	EBONY	L	DCOS FOR POLICY	OFFICE OF THE SECRETARY	ES	0301	00	00	FTP		WASHINGTON,DC
6	SIMMONS	LEE	DOUGLASS	DEPUTY CHIEF OF STAFF FOR OPERATIONS	OFFICE OF THE SECRETARY	ES	0301	00	00	FTP		WASHINGTON,DC
7	TALBERT	KENT	D.	SENIOR ADVISOR	OFFICE OF THE SECRETARY	ES	0301	00	00	FTP		WASHINGTON,DC
8	CONATY	JOSEPH	C.	SENIOR ADVISOR	OFFICE OF THE SECRETARY	ES	0301	00	00	FTP		WASHINGTON,DC
9	PAYNE	WILLIAM	ROBERT	CONSULTANT	OFFICE OF THE SECRETARY	EF	0301	00	00	INT		WASHINGTON,DC
10	AKINS	KAREN	P.	COMMITTEE MGMT OFFICER	OFFICE OF THE SECRETARY	GS	0301	14	07	FTP		WASHINGTON,DC
11	BATTLE	SANDRA	G.	PERFORMANCE IMPROVEMENT OFC	OFFICE OF THE SECRETARY	ES	0301	00	00	FTP		WASHINGTON,DC
12	BLEW	JAMES	CARTER	SPECIAL ASSISTANT	OFFICE OF THE SECRETARY	GS	0301	15	10	FTT		WASHINGTON,DC
13	BREEDING	NATHANIEL	DOUGLAS	SPECIAL ASSISTANT	OFFICE OF THE SECRETARY	GS	0301	14	02	FTT		WASHINGTON,DC
14	CUNNINGHAM	PHAVY		PROGRAM SPECIALIST	OFFICE OF THE SECRETARY	GS	0301	13	02	FTP		WASHINGTON,DC
15	DAVIS	MARTHA	BEATRICE	CONFIDENTIAL ASSISTANT	OFFICE OF THE SECRETARY	GS	0301	09	02	FTT		WASHINGTON,DC
16	DELAHUNTY	SARAH		CONFIDENTIAL ASSISTANT	OFFICE OF THE SECRETARY	GS	0301	11	02	FTT		WASHINGTON,DC
17	HILL	PAULA	C.	MANAGEMENT & PROG ANALYST	OFFICE OF THE SECRETARY	GS	0343	14	09	FTP		WASHINGTON,DC
18	HUNZIKER	ELIZABETH	M.	MANAGEMENT & PROG ANALYST	OFFICE OF THE SECRETARY	GS	0343	09	09	FTP		WASHINGTON,DC
19	MARAJ	ASHLEY	D.	MANAGEMENT AND PROGRAM ANALYST	OFFICE OF THE SECRETARY	GS	0343	12	04	FTP		WASHINGTON,DC
20	MCCLOSKEY	AMBER	CALISTA	CONFIDENTIAL ASSISTANT	OFFICE OF THE SECRETARY	GS	0301	11	01	FTT		WASHINGTON,DC
21	MCHUGH	ERIN	LYNN	SUPERVISORY MGMT & PROGRAM ANALYST	OFFICE OF THE SECRETARY	GS	0343	15	04	FTP		WASHINGTON,DC
22	MILLER	MEREDITH	ANN.	MANAGEMENT & PROG ANALYST	OFFICE OF THE SECRETARY	GS	0343	15	08	FTP		WASHINGTON,DC
23	NEWMAN	JESSICA	MARIE	SPECIAL ASSISTANT	OFFICE OF THE SECRETARY	GS	0301	14	01	FTT		WASHINGTON,DC
24	SNOW	MCKENZIE	ANN	SPECIAL ASSISTANT	OFFICE OF THE SECRETARY	GS	0301	13	01	FTT		WASHINGTON,DC
25	STILLWELL	ROBERT	T	MANAGEMENT & PROG ANALYST	OFFICE OF THE SECRETARY	GS	0343	14	02	FTP		WASHINGTON,DC
26	VENTIMIGLIA	ERIC	MICHAEL	SPECIAL ASSISTANT	OFFICE OF THE SECRETARY	GS	0301	13	01	FTT		WASHINGTON,DC
27	WALKER	KATHRYN	BRYAN	CONFIDENTIAL ASSISTANT	OFFICE OF THE SECRETARY	GS	0301	09	01	FTT		WASHINGTON,DC
EXECUTIVE OFFICE												
28	CHESTER	LAVERNE	M.	SUPERVISORY MGMT & PROGRAM ANALYST	EXECUTIVE OFFICE	GS	0343	15	09	FTP		WASHINGTON,DC
29	AVILA	DESIREE	A.	MANAGEMENT & PROG ANALYST	EXECUTIVE OFFICE	GS	0343	13	08	FTP		WASHINGTON,DC
30	BADUA	CINDERELA	Q.	PROGRAM SPECIALIST	EXECUTIVE OFFICE	GS	0301	12	09	FTP		AN FRANCISCO,CALIFORNIA
31	DOYLE	WILLIAM	J.	MANAGEMENT & PROG ANALYST	EXECUTIVE OFFICE	GS	0343	15	09	FTP		WASHINGTON,DC
32	MCDONALD	JEFFERY	S	IT SPECIALIST	EXECUTIVE OFFICE	GS	2210	14	08	FTP		WASHINGTON,DC
33	POLLARD	MONIQUE	P	SUPERVISORY MGMT & PROGRAM ANALYST	EXECUTIVE OFFICE	GS	0343	14	07	FTP		WASHINGTON,DC
34	SWANN	COREY	L	EXECUTIVE MANAGEMENT STAFF SPECIALIST	EXECUTIVE OFFICE	GS	0301	11	01	FTP		WASHINGTON,DC
35	WEAVER	GARY	L	MANAGEMENT AND PROGRAM ANALYST	EXECUTIVE OFFICE	GS	0343	15	06	FTP		WASHINGTON,DC
SCHEDULING AND ADVANCE												
36	BOYSE	NATALIE	RITTENHOUSE	CONFIDENTIAL ASSISTANT	SCHEDULING & ADVANCE STAFF	GS	0301	11	01	FTT		WASHINGTON,DC
37	ERNST	ALLEN	JOSEPH	CONFIDENTIAL ASSISTANT	SCHEDULING & ADVANCE STAFF	GS	0301	11	01	FTT		WASHINGTON,DC
38	MANALO	ALVIN	V.	PROGRAM SPECIALIST	SCHEDULING & ADVANCE STAFF	GS	0301	12	02	FTP		WASHINGTON,DC
INTERNATIONAL AFFAIRS												
39	MCLAUGHLIN	MAUREEN	A.	SENIOR ADVISOR TO THE SEC & DIR OF IA	INTERNATIONAL AFFAIRS OFFICE	ES	0301	00	00	FTP		WASHINGTON,DC

DRAFT-DELIBERATIVE-CONFIDENTIAL
PROPOSED STAFFING PATTERN

40	LIVINGSTON	JOANNE		INTERNATIONAL AFFAIRS SPEC	INTERNATIONAL AFFAIRS OFFICE	GS	0301	15	10	FTP	(b)(6)	WASHINGTON,DC
41	MARIANETTI	JADON		INTERNATIONAL AFFAIRS SPECIALIST	INTERNATIONAL AFFAIRS OFFICE	GS	0301	13	01	FTP	(b)(6)	WASHINGTON,DC
42	MILLER	REBECCA	D	INTERNATIONAL AFFAIRS SPECIALIST	INTERNATIONAL AFFAIRS OFFICE	GS	0301	13	01	FTP	(b)(6)	WASHINGTON,DC
43	NEVAREZ	RAFAEL	M.	INTERNATIONAL AFFAIRS SPECIALIST	INTERNATIONAL AFFAIRS OFFICE	GS	0301	15	06	FTP	(b)(6)	WASHINGTON,DC
44	SHIVERS-BARCLAY	SAMBIA	J	INTERNATIONAL AFFAIRS SPECIALIST	INTERNATIONAL AFFAIRS OFFICE	GS	0301	13	08	FTP	(b)(6)	WASHINGTON,DC
45	TAHIR	VERONICA	WINNIFRED	STAFF ASSiSTANT	INTERNATIONAL AFFAIRS OFFICE	GS	0301	11	01	FTP	(b)(6)	WASHINGTON,DC
EXECUTIVE SECRETARIAT												
46	ST PIERRE	TRACEY		DIRECTOR, EXECUTIVE SECRETARIAT	EXECUTIVE SECRETARIAT STAFF	ES	0301	00	00	FTP	(b)(6)	WASHINGTON,DC
47	CRUM	LAURETTE	A.	MANAGEMENT & PROG ANALYST	EXECUTIVE SECRETARIAT STAFF	GS	0343	15	07	FTP	(b)(6)	WASHINGTON,DC
48	GUENTHER	MARGARET	W.	MANAGEMENT & PROG ANALYST	EXECUTIVE SECRETARIAT STAFF	GS	0343	15	10	FTP	(b)(6)	WASHINGTON,DC
49	HOUSER	JAMES	D.	MANAGEMENT & PROG ANALYST	EXECUTIVE SECRETARIAT STAFF	GS	0343	15	10	FTP	(b)(6)	WASHINGTON,DC
50	MONROE	TANYA	D.	MANAGEMENT & PROG ANALYST	EXECUTIVE SECRETARIAT STAFF	GS	0343	13	08	FTP	(b)(6)	WASHINGTON,DC
51	NABER	DIANNE	D.	MANAGEMENT & PROG ANALYST	EXECUTIVE SECRETARIAT STAFF	GS	0343	13	09	FTP	(b)(6)	WASHINGTON,DC
52	O'NEILL	ALEXIS	J.	MANAGEMENT AND PROGRAM ANALYST	EXECUTIVE SECRETARIAT STAFF	GS	0343	15	03	FTP	(b)(6)	WASHINGTON,DC
53	SCOTT	ROBERT	T	MANAGEMENT AND PROGRAM ANALYST	EXECUTIVE SECRETARIAT STAFF	GS	0343	15	01	PTT	(b)(6)	WASHINGTON,DC
54	STEVENS	SHARON	J.	MANAGEMENT & PROG ANALYST	EXECUTIVE SECRETARIAT STAFF	GS	0343	15	07	FTP	(b)(6)	WASHINGTON,DC
55	WEBB	JAMES	H.	PROGRAM SPECIALIST	EXECUTIVE SECRETARIAT STAFF	GS	0301	11	08	FTP	(b)(6)	WASHINGTON,DC
56	WINTERS	DEBORAH	L.	SUPVY MANAGEMENT & PROG ANALYST	EXECUTIVE SECRETARIAT STAFF	GS	0343	15	10	FTP	(b)(6)	WASHINGTON,DC
CORRESPONDENCE AND COMMUNICATIONS CONTROL												
57	MAYES	EDGAR	W.	SUPVY COMMUNICATIONS CONT MGR	CORRESP & COMMUN CONTROL UNIT	GS	0301	14	10	FTP	(b)(6)	WASHINGTON,DC
58	CATOE	TALANDA	T.	SUPVY. CORRESPONDENCE CONTROL SPEC.	CORRESP & COMMUN CONTROL UNIT	GS	0301	13	10	FTP	(b)(6)	WASHINGTON,DC
59	EDMONDSON	MONIQUE	N.	CORRESPONDENCE MANAGEMENT ANALYST	CORRESP & COMMUN CONTROL UNIT	GS	0301	09	07	FTP	(b)(6)	WASHINGTON,DC
60	FOWLER-HARMON	DARLENE	E.	CORRESPONDENCE MGMT. ANALYST	CORRESP & COMMUN CONTROL UNIT	GS	0301	11	08	FTP	(b)(6)	WASHINGTON,DC
61	KEGLER	TARKISHIA	M	CORRESPONDENCE MANAGEMENT ANALYST	CORRESP & COMMUN CONTROL UNIT	GS	0301	11	02	FTP	(b)(6)	WASHINGTON,DC
62	MURRAY	DARREN	R.	ARCHIVE SPECIALIST	CORRESP & COMMUN CONTROL UNIT	GS	0301	09	07	FTP	(b)(6)	WASHINGTON,DC
63	WARE	ANGELA	D.	CORRESPONDENCE MANAGEMENT ANALYST	CORRESP & COMMUN CONTROL UNIT	GS	0301	09	08	FTP	(b)(6)	WASHINGTON,DC
64	WASHINGTON	WENDELL	D.	CORRESPONDENCE MANAGEMENT ANALYST	CORRESP & COMMUN CONTROL UNIT	GS	0301	11	04	FTP	(b)(6)	WASHINGTON,DC
FOIA SERVICE CENTER (NEW ORG CODE)												
65	SMITH	GREGORY	ANTON	SUPERVISORY GOVERNMENT INFO SPEC	FOIA SERVICE CENTER	GS	0306	15	08	FTP	(b)(6)	WASHINGTON,DC
66	CALIGUIRAN	ARTHUR	C	GOVERNMENT INFORMATION SPECIALIST	FOIA SERVICE CENTER	GS	0306	14	03	FTP	(b)(6)	WASHINGTON,DC
67	COOK	CORDELIA	E.	GOVERNMENT INFORMATION SPECIALIST	FOIA SERVICE CENTER	GS	0306	12	06	FTP	(b)(6)	WASHINGTON,DC
68	LEE	SHAHANGA	N.	GOVERNMENT INFORMATION SPECIALIST	FOIA SERVICE CENTER	GS	0306	09	02	FTP	(b)(6)	WASHINGTON,DC
69	SWAFFORD	CHRISTIE	D.	GOVERNMENT INFORMATION MANAGEMENT	FOIA SERVICE CENTER	GS	0306	12	06	FTP	(b)(6)	WASHINGTON,DC
70	WEHAUSEN	ROBERT	E.	GOVERNMENT INFORMATION SPECIALIST	FOIA SERVICE CENTER	GS	0306	14	04	FTP	(b)(6)	WASHINGTON,DC
OFFICE OF NON-PUBLIC EDUCATION (NEW ORG CODE)												
71	DOWLING	MAUREEN	FRANCES	SUPVY EDUCATION PROGRAM SPCLST	OFFICE OF NON-PUBLIC EDUCATION	GS	1720	15	10	FTP	(b)(6)	WASHINGTON,DC
72	ALLEN	PAMELA	N.	EDUCATION PROGRAM SPECIALIST	OFFICE OF NON-PUBLIC EDUCATION	GS	1720	14	08	FTP	(b)(6)	WASHINGTON,DC
73	BINDER	ISADORA	T.	MANAGEMENT & PROG ANALYST	OFFICE OF NON-PUBLIC EDUCATION	GS	0343	13	09	FTP	(b)(6)	WASHINGTON,DC
74	MORRISEY	JENAY	E.	MANAGEMENT AND PROGRAM ANALYST	OFFICE OF NON-PUBLIC EDUCATION	GS	0343	12	03	FTP	(b)(6)	WASHINGTON,DC

DRAFT-DELIBERATIVE-CONFIDENTIAL
PROPOSED STAFFING PATTERN

	Last Name	First Name	Middle	Position Title	Description	PP	Series	Gr	Step	Work Sch	BUS	Location
EXECUTIVE OFFICE												
1	BALLARD	SEDA	R	MANAGEMENT AND PROGRAM ANALYST	OPEPD	GS	0343	13	05	FTP	(b)(6)	WASHINGTON,DC
2	DEDERT	MITCHELL	G.	SUPVY MANAGEMENT AND PROG ANALYST	OCIO	GS	0343	15	10	FTP		WASHINGTON,DC
3	DIAS	GLEN	D.	MANAGEMENT AND PROGRAM ANALYST	OCIO	GS	0343	13	09	FTP		WASHINGTON,DC
4	DIXON	CYNTHIA	M.	SUPERVISORY MGMT & PROGRAM ANALYST	OCO	GS	0343	15	06	FTP		WASHINGTON,DC
5	JONES	CARLY	C.	MANAGEMENT AND PROGRAM ANALYST	OCO	GS	0343	13	04	FTP		WASHINGTON,DC
6	KIRBY	ERIKA	D.	MANAGEMENT & PROG ANALYST	OPEPD	GS	0343	13	06	FTP		WASHINGTON,DC
7	PATILLO	ASHLEY	N.	PROGRAM SPECIALIST	OCO	GS	0301	11	02	FTP		WASHINGTON,DC
8	PHIPPS	NANCY	L.	IT SPECIALIST	OPEPD	GS	2210	14	07	FTP		WASHINGTON,DC
9	PLEDGER	GLORIA	ELVIRA	MANAGEMENT AND PROGRAM ANALYST	OCO	GS	0343	13	07	FTP		WASHINGTON,DC