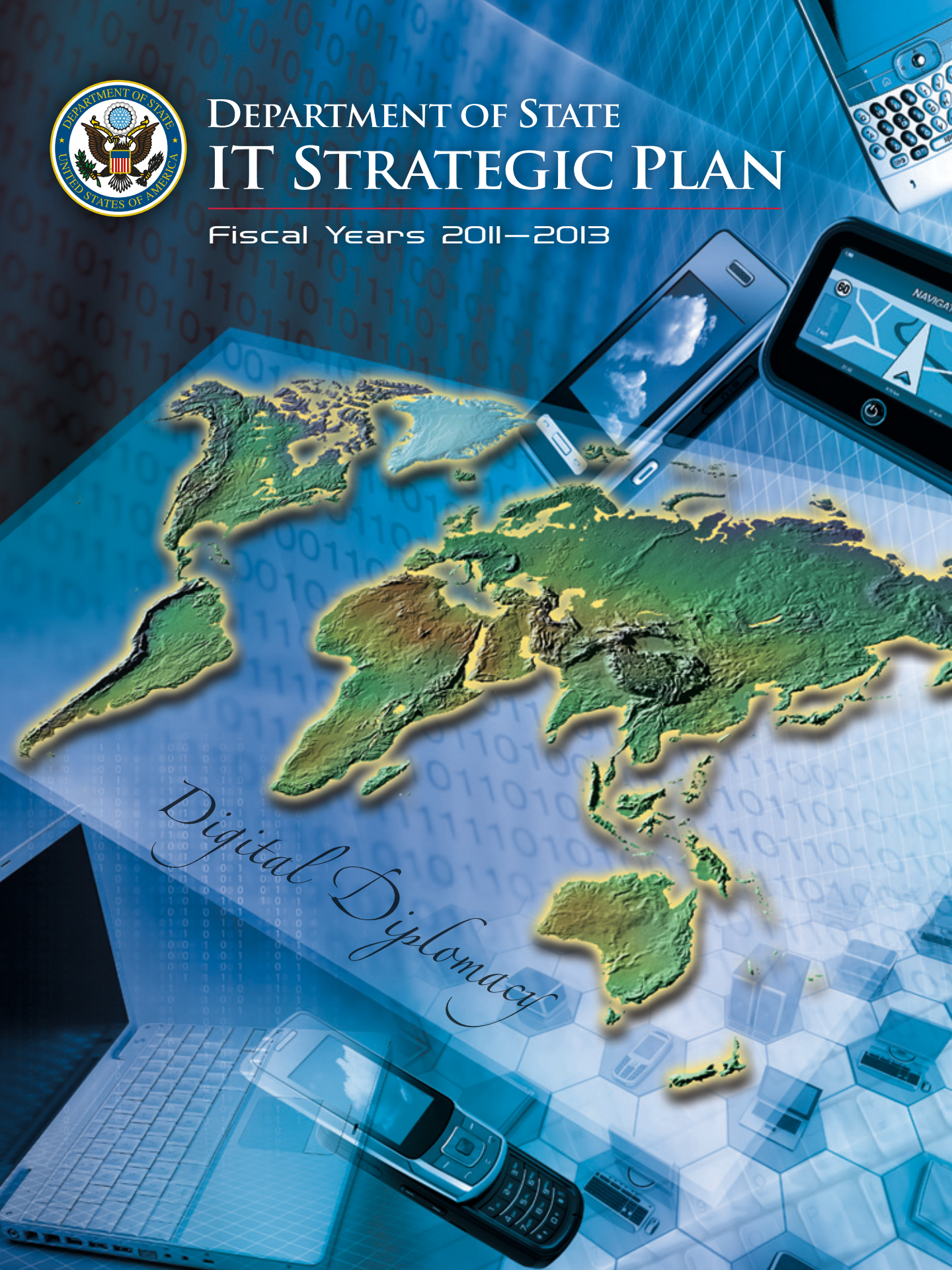
Department of State
IT Strategic Plan

Fiscal Years 2011–2013



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Message from the Chief Information Officer (CIO)

I am pleased to issue the Department of State's Information Technology Strategic Plan (ITSP) for Fiscal Years (FY) 2011-2013. This Plan reflects a bold vision in which information technology is an effective enabler of United States diplomacy.

The Plan establishes three high level goals:

- ***Goal 1, Digital Diplomacy*** – enables enhanced collaboration and information sharing among our internal and external stakeholders by applying modern tools of social networking and value-added information resources to the challenges of diplomacy and development.
- ***Goal 2, Cloud Computing*** – provides global access to all US agencies operating overseas under the authority of the Chief of Mission via a robust, worldwide, web-based infrastructure.
- **G*oal 3, State's IT Leadership*** – ensures effective governance of all IT resources, domestic and overseas, and focusing on accountability to our customers for excellence in performance and service delivery.

The Department ITSP reflects my two primary responsibilities. First, is the management responsibility and oversight of all IT resources, investments, and programs throughout the Department of State. Second, is the management responsibility of the Information Resource Management (IRM) Bureau and the infrastructure portfolio. IRM's mission is to provide the IT backbone and infrastructure services to support State's mission requirements and to provide IT leadership and innovation to inspire excellence in all IT initiatives, regardless of sponsor.

IRM is committed to working in partnership with State bureaus and overseas posts, as well as with other foreign affairs agencies, to execute the goals established in this Department ITSP. As a next step, we will develop an action plan to specify the major initiatives to be pursued over the three-year planning horizon. In addition IRM will work collaboratively with all stakeholders to determine lead and oversight responsibilities for each initiative. The action planning process will engage our customers and stakeholders and will emphasize responsiveness, transparency, and accountability. Results and status updates will be published regularly.

I am excited about the promise inherent in the new ITSP to better leverage information technology that supports and improves the delivery of US diplomacy. We have made much progress over the past decade putting in place a highly effective global IT infrastructure. By working together, we will be positioned to take the next steps in IT innovation, cloud computing, social media, and internal and external collaboration. I am eager to work with our stakeholders to make our bold vision a reality.

Susan Swart

Susan Swart
Chief Information Officer

IT Strategic Framework

This Information Technology Strategic Plan (ITSP) focuses on supporting the Department of State's mission, goals and priorities with effective and responsive IT solutions. Reflecting the rapidly changing IT environment and evolving mission and business needs, the Plan is forward-looking, visionary, and innovative. It is firmly grounded in practical projects that will be implemented in the near and mid-term future, but the plan is also aspirational and challenging. Unlike past plans, this one has a three-year planning horizon and will be updated regularly. This timeframe reflects the need for State to keep current with the ever-changing IT landscape and to respond rapidly to the evolving imperatives of US diplomacy.

The ITSP is tied directly to the US Department of State Strategic Plan and its Agency Sustainability Plan, as shown in Appendix A, which maps ITSP goals to the Department Plan. The ITSP will be updated to reflect the Quadrennial Diplomacy and Development Review (QDDR) priorities.

The major components of the Plan are an IT strategic direction, guiding principles, goals, objectives, key performance indicators, and a high level schedule to guide the next steps toward the vision. To ensure accountability and progress, activities will be monitored and updated. IT investments will be adjusted as necessary to ensure that they are on track toward the accomplishment of the Department's strategic vision and goals.

To develop and refine this Plan, IRM's Strategic Planning Office consulted with the Department's domestic and overseas employees and stakeholders through a combination of top-down and bottom-up engagement. Initial priorities reflect guidance from the CIO, Bureau Assistant Secretaries, and senior management, and the Plan has been formally approved by the e-Gov Program Board. Input was obtained from Information Management Officers and other State personnel around the world via the CIO blog and Foreign Service Institute (FSI) Tradecraft sessions. IRM consulted outside experts on best practices and future direction in IT. Refinement of specific initiatives and projects will be done in consultation with IRM office directors and project managers and with Bureau sponsors of non-IRM projects, thus ensuring feasibility and buy-in.

Strategic Direction

EMPOWERING DIPLOMACY WITH INFORMATION AND TOOLS AVAILABLE ANYTIME, ANYWHERE

The mission of IT at State is to empower diplomacy, consular services, and development by providing access to information and technology solutions anytime and anywhere.

By 2013, when US diplomats overseas or in the Department have a task to perform, there will be an IT solution readily available to help. IT will deliver a vital set of tools and information products to reach out to foreign publics and engage effectively in the global competition for ideas and values. State will capitalize on social media, information analysis, knowledge management tools, and applications for core business functions, to further the goals of modern diplomacy and foreign relations. State's IT environment will support the other US Government agencies operating overseas through an environmentally sustainable, cost-efficient, integrated platform that promotes inter-agency collaboration, communication, and coordination of all foreign affairs activities.

State's technology and infrastructure also will be transformed by 2013. Increased network and processing capacity will permit greater centralization, making more information available anytime, anywhere – and making it more secure. IT will be as ubiquitous and easy to use as the telephone and will play a natural part in all diplomatic work. A dedicated "cloud computing" environment will enable State to consolidate processing and networking services in a virtual environment. This environment will deliver high levels of availability, redundancy, and business continuity, while also allowing almost all information to be managed and made available centrally or regionally.

STRATEGIC GUIDING PRINCIPLES

- Investment decisions tied to mission impact
- Support for Open Government: transparency, engagement, collaboration
- Ubiquitous and universal access
- Common, interoperable, and enterprise-wide solutions
- Management visibility into IT impact on State's mission
- Decreasing environmental footprint

The Foreign Affairs Network (FAN) is a new initiative slated to consolidate the Department's global IT infrastructure and related services and make it available to other agencies operating overseas. State and USAID have agreed to establish a single unclassified Information Technology (IT) platform that will meet the needs of both agencies in support of diplomatic and development efforts. The FAN will be a single network to provide unclassified IT services to Federal personnel stationed overseas under Chief of Mission authority. State currently has a pilot underway that will provide an operational prototype for USAID and complete integration of USDA/FAS to utilize a common IT infrastructure overseas.

IT at State will exhibit the following characteristics by 2013:

- Information and applications will be available via the FAN cloud; as a result State will reduce the number of permanent electronic and data processing servers overseas, thereby reducing operational cost and environmental impact.
- The FAN will be in place as an interagency platform.
- Personnel will have a wide choice of mobile and fixed end-user devices for accessing all IT resources and knowledge systems, both classified and unclassified.
- The work environment will leverage an evolving suite of collaborative tools to engage with internal and external partners.
- People will be able to work from home, while on travel, while meeting with stakeholders. Everything they have at their desks will be available to them wherever they are, subject to security requirements and processing constraints of their location and device.

This ITSP will lead to a highly centralized and standardized IT Infrastructure and disciplined delivery of technology services much the way a utility delivers electricity. This approach will decrease technological complexity, promote a standardized approach to minimize resource and environmental costs, and ensure predictable service delivery across all Department organizations worldwide. Most importantly, this approach will enable bureaus to leverage emerging technologies in direct support of their specific diplomatic and development mission priorities and goals.

Information sharing and collaboration both within the Department and with strategic partners will be emphasized and expanded, using social media tools, such as Twitter™, FaceBook™, Diplopedia and similar services as they emerge. A powerful suite of formal and informal communication channels and tools will support US diplomats in navigating a dynamic landscape of global markets and competition, accelerating technology innovation, rapid changes in communications, emerging alternative energy sources, and an increasingly interconnected world.

GOAL 1

Digital Diplomacy — Collaboration, Information and Integration

OUTCOME – MOST DIPLOMATIC ACTIVITIES SUPPORTED DIRECTLY AND VISIBLY BY DIGITAL DIPLOMACY; SOCIAL MEDIA AND COLLABORATIVE KNOWLEDGE CREATION ARE THE APPROACHES OF CHOICE

Digital Diplomacy 2013 focuses on applying modern IT tools, approaches, systems, and information products to the mission and tasks of diplomacy and development. This goal will build on current efforts to use Facebook™, Diplopedia, Twitter™, LinkedInTM, Communities@State, and other social media, collaboration, information sharing, and data management tools across the Department. The intent is to create an environment where the use of these tools is ingrained in State's culture and day-to-day activities, much as the use of email has become ever present over the past decade. State will also apply next generation innovative tools for information and data management to maximize the value of structured and unstructured data. Moving from traditional data warehousing to cloud analytics will leverage the investment and advances made in our global infrastructure environment and the FAN initiative. This transition will position the Department to adapt next generation collaboration and information tools securely and keep pace with the growth of data demand required to execute our mission. Included will be tools for search and retrieval, pattern analysis, translation between languages, customer relationship management, professional networking, geographic information systems, and biographical data analysis.

GUIDING PRINCIPLES – DIGITAL DIPLOMACY

- Mission-focused solutions
- "Need to share" information
- Remote access to all information and tools
- Interoperable and enterprise-wide systems

In addition to a focus on the diplomatic mission, digital diplomacy will also dramatically improve the integration of State's management systems, increasing efficiency and providing insight into business functions and resource utilization. State will establish a common business platform, which integrates management information to improve decision-making and operational efficiencies and better share information both internally and externally with key stakeholders. Central to this effort is developing information interoperability and exchanges that decrease the complexity of sharing information with our strategic partners both internal and external to the Department.

This goal depends on the Department completing three critical IT initiatives: improving secure access to data; developing a single identity and credential management solution; and implementing cloud analytical tools.

The table below shows the strategic goals and objectives required to achieve Goal 1, along with key performance indicators that will enable management to monitor success and effectiveness.

GOAL 1: COLLABORATION, INFORMATION AND INTEGRATION		
Goals	**Objectives**	**Key Performance Indicators**
Goal 1.1 – Social media to promote diplomatic initiatives	◆ Engagement with US citizens and foreign publics ◆ Enterprise platform for social media ◆ Collaboration tools to streamline user experience	◆ Level of internal and external usage of social media and collaboration tools (number of users and volume of use, user surveys of perceived value)
Goal 1.2 – Creation and management of knowledge in support of diplomacy	◆ Greater utilization of existing data stores in support of diplomatic initiatives ◆ Next generation messaging and information exchange ◆ Steady adoption of innovations in information analysis, pattern analysis, speech and language processing, etc. ◆ Extranet version of Diplopedia to engage foreign affairs experts	◆ Increased IT resources for diplomatic initiatives ◆ Centralization and standardization of diplomatic data ◆ TS messaging fully fielded, legacy systems terminated ◆ Next Gen Messaging piloted ◆ Increased resources for IT innovation ◆ Increased use and perceived value of innovative tools ◆ Measurable increase in number and substantive breadth of Diplopedia entries and internal and external usage
Goal 1.3 – Integration of management systems	◆ Standard process and technology for interfacing management systems ◆ Expand EDW to high priority systems (e.g., PASS)	◆ Demonstrated success using the ESB for systems integration ◆ Increased number of systems included in the EDW ◆ User assessment of EDW information quality and utility

GOAL 2

Cloud Computing – Global Infrastructure Environment Supports Worldwide IT Operations

OUTCOME – FOREIGN AFFAIRS CLOUD IS COMPLETED, SUPPORTING WEB CLIENTS WITH ONLY A BROWSER FOR ALMOST ALL WORK. MOST DATA AND SERVICES WILL RESIDE IN THE CLOUD, WHICH WILL PROVIDE A BASIS FOR AN INTERAGENCY PLATFORM FOR ALL AGENCIES IN THE OVERSEAS ENVIRONMENT.

For the next generation global IT infrastructure, State will take maximum advantage of advances in networking, virtualization, storage, server and processing platforms, application services, and mobile computing. The key concepts are:

- On-demand self-service
- Broad network access
- Resource pooling
- Rapid elasticity
- Measured service
- Reduced Environmental Impact

State will establish a next generation dedicated global computing environment that supports and optimizes all networking, processing, and application management. This dedicated environment will include a hybrid of internal and outsourced computing resources to deliver required capacity and services when and where needed. The Department will provide a private cloud for internal mission activities and a community cloud via the FAN to meet multiple agency business requirements. State will redesign its networks to support the FAN ensuring adequate redundancy and performance anywhere around the globe. The FAN will capitalize on centralized and regionalized network services as appropriate.

GUIDING PRINCIPLES – OPTIMIZING THE GLOBAL INFRASTRUCTURE ENVIRONMENT

- Always on – availability, reliability, and business continuity
- Accountability to our customers
- Performance measurement to provide visibility into operational effectiveness
- Rapid adoption of relevant new technology through effective risk management
- Interoperability and reuse
- Business driven security and risk management
- Reduced physical infrastructure - shrinking environmental footprint
- Leverage COTS solutions in conjunction with business process engineering

The cloud vision of infrastructure optimization will provide high levels of redundancy and scalability, which in turn will support business continuity and disaster recovery. It will enable central storage and access to all corporate information, thus reducing the need to retain sensitive data at overseas posts. This will increase information and personnel security, by reducing the time needed to evacuate posts in an emergency.

Consolidating IT resources in the Department's Global Infrastructure Environment will free up technical staff in the bureaus and posts, enabling a significant shift to value-added business activities. Our expert IT staff will be fully engaged helping our diplomats gain maximum value from IT rather than performing routine maintenance and support functions.

The table below shows the strategic goals and objectives required to achieve Goal 2, along with key performance indicators that will enable management to monitor success and effectiveness.

GOAL 2: GLOBAL INFRASTRUCTURE		
Goals	**Objectives**	**Key Performance Indicators**
Goal 2.1 – Cloud-based application and processing environment is established	◆ Consolidated data centers and virtualized systems in accordance with the OMB Federal Data Center Consolidation Initiative and E.O. 13514 ◆ Global applications architecture delivering a full set of services: failover, backup, load balancing, disaster recovery	◆ Four domestic data centers implemented and integrated ◆ Steadily increasing use of ESOC and cloud services ◆ Closing of individual bureau data centers ◆ All corporate applications perform adequately across the global network
Goal 2.2 – Redesigned and consolidated network	◆ Network fully designed and initial phase implemented ◆ Redesigned Network serving as foundation for Cloud Computing and the FAN	◆ Adequate bandwidth on demand to support cloud-delivered services ◆ At least 4 agencies using the FAN, including USAID and the USDA/FAS
Goal 2.3 – An evolving suite of user-driven mobile technology and end-user services is deployed	◆ Redesigned mobile computing program focused on mission needs ◆ A managed suite of mobile applications for the diplomat, e.g., iPhone apps ◆ Virtualized desktops and thin clients ◆ User-oriented, flexible, menu-driven GITM process that reflects demand and keeps pace with technology	◆ Percentage of users accessing network services remotely including unclassified email ◆ Usage of and satisfaction with mobile apps ◆ Measurable reduction of sensitive data on post computers due to virtualized desktops and thin clients ◆ Post and Bureau satisfaction with GITM

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GOAL 2: GLOBAL INFRASTRUCTURE *continued*		
Goals	**Objectives**	**Key Performance Indicators**
Goal 2.4 – Enhanced risk management, cyber security and reduction of sensitive holdings	◆ Comprehensive cyber security architecture approved and adopted, along with core technology for standard security solutions ◆ Identity management – e.g., single sign-on using OpenNet credentials, role-based access ◆ Secure mobile devices ◆ Standard security solutions in place for information sharing across agencies ◆ Reduced sensitive data at post resulting in less time needed to evacuate	◆ Number of applications using cyber security architecture ◆ Number of applications that leverage enterprise services (e.g. single sign-on, credential role-based access) ◆ Percent increase in number of secure mobile devices ◆ Number of emergency and evacuation plans updated to reflect enhanced risk management
Goal 2.5 – State computing is "Green"	◆ Analysis of baseline energy consumption and carbon footprint ◆ Software for green buildings acquired and implemented ◆ Adoption of energy-efficient and emerging green technologies	◆ Development of energy and greenhouse gas (GHG) metric and monitoring system ◆ GHG, energy and other sustainability metrics are used in procurement and IT system design decisions ◆ Significant reduction in energy consumption ◆ Increased use of a portfolio of green technologies (e.g. virtualization, "wake on LAN", shared duplex printers, LEED certified data centers)

GOAL 3

IT Leadership – Mission Effectiveness through Accountability and Resource Management

OUTCOME – AN ENTERPRISE-WIDE IT ENVIRONMENT IS DRIVEN BY PERFORMANCE AND RESULTS, REAL-TIME VISIBILITY TO SPUR CONTINUOUS PERFORMANCE IMPROVEMENTS AND HIGH LEVELS OF CUSTOMER SERVICE

State's leadership is committed to ensuring the success of the ITSP. This Plan is the basis for decisions regarding resources and priorities for IT investments made by the e-Gov Program Board in support of State's mission. Implementation and operation of IT solutions will be governed by the CIO and e-Gov PMO, who will provide senior leadership and commitment to transparent portfolio and project management results. Project sponsors and managers will be held accountable for progress and results.

The following management goals will ensure effective Plan implementation, ongoing execution, and oversight:

- Governance
- Performance Management
- Workforce Management and Training

GUIDING PRINCIPLES – MISSION EFFECTIVENESS, IT GOVERNANCE AND TRANSPARENCY

- SLAs governing all activity
- Rigorous acceptance process for all IT solutions, including baseline operational standards
- Training in advanced technologies
- Performance measurement and real-time visibility
- Alignment with Enterprise Architecture

The Department is committed to effective governance of our IT program, ensuring that we are investing in the right initiatives from a mission and business perspective, and that these initiatives are executed well at the program and project levels. Technology will be used to provide transparency, visibility, and insight into all aspects of IT operations. Dashboards will provide management with real-time information about performance in terms of service level agreements (SLAs) and customer service.

The performance of every project, manager, deployment schedule, training schedule, and IT system will be visible throughout the enterprise, thus promoting accountability and performance improvement. All projects, programs, and portfolios will be structured to provide suitable metrics for the real-time dashboards.

State is committed to continuous innovation and adoption of emerging technology to support its mission and ITSP

goals. The Department will explore the creation of an innovation fund seeded with funds saved from efficiency gains in Operations and Maintenance. Future funding will be based on demonstrated success and effectiveness.

In support of the Clinger-Cohen Act, OMB guidance and the Department's E-Gov Program Board, the CIO will publish and maintain a consolidated IT Tactical Plan. This plan will feature standards-based architecture components that will decrease complexity and duplication of products and services offered across the enterprise. IT portfolios, programs and projects will be analyzed to ensure alignment with the ITSP goals and reflect dependencies, gaps, duplications, and inconsistencies. To ensure coordination, visibility and transparency, tracking information on IT investments and initiatives will be made available internally and, as permitted, on the web.

IT implementation across State will be coordinated by the Department's IT Strategic Planning Office using a multi-disciplinary approach that includes strategic and tactical planning, enterprise architecture, technical alignment, financial and budget planning, resource alignment, and portfolio management and governance. This will ensure consistent technical approaches, use of enterprise resources such as the ESOC, and interoperability. The Department will promote standard processes for common functions such as end-user interface, system integration, user authentication, mobile applications and access, analysis and reporting, and systems administration and support.

The implementation of this ITSP will lead to major changes for IT professionals as well as the workforce as a whole. As noted in Goal 2, the services demanded from IT professionals overseas will focus more on enabling our diplomats to capitalize on technology than on keeping networks operational. The CIO, the Director General of the Foreign Service and the Director of the Foreign Service Institute will develop and implement a forward looking workforce plan to integrate recruiting, retention, career development, and adequate training built into IT initiatives for both IT and non-IT personnel. This approach will ensure the entire workforce is equipped to exploit modern technology for State's strategic aims.

The CIO will work with the e-Gov Program Board to implement a disciplined change management program that features:

- Assigning responsibility and accountability for each goal, focused on near-term projects and regular measurement of progress.
- Using of techniques to engage internal and external stakeholders so that technology responds to evolving business requirements. Included will be collaborative pilot projects, incentives to spur innovation, on-line forums for exploring emerging IT solutions, and transparency in portfolio and project management.
- Focusing/Aligning IT resources, enabling the CIO, CFO, e-Gov PB, and bureaus to make and carry out effective decisions about IT resource allocations that are fully consistent and aligned with IT strategic vision and goals.

- Engaging appropriate levels of leadership to promote key elements of the strategy, such as engaging ambassadors to promote the use of technology for country team management, and encouraging other agencies to transition to the FAN. Also, working with OMB to leverage its oversight role to promote and ensure adoption of the common cross-agency services offered by the FAN to other agencies operating globally.

The table below shows the strategic goals and objectives required to achieve Goal 3, along with key performance indicators that will enable management to monitor success and effectiveness.

GOAL 3: MISSION EFFECTIVENESS		
Goals	**Objectives**	**Key Performance Indicators**
Goal 3.1 – A robust Governance structure is established	◆ Customer orientation – customer oversight board in place ◆ Multi-year investment plan in place and consistent with ITSP goals ◆ Published EA focused on interoperability and application services ◆ Enterprise licensing management ◆ Coordinated global application deployments	◆ Active customer participation on oversight board ◆ Measurable shift of IT investments from administrative to mission systems ◆ Effectiveness of e-Gov PB as measured by participation ◆ Evidence of increased use and value of EA in producing consistent and effective IT solutions ◆ Reduced software and maintenance costs ◆ All applications capable of working at all Posts
Goal 3.2 – Performance Management is used rigorously	◆ Enterprise-wide dashboards in place and widely used to provide transparency ◆ Training and support in disciplines of performance management, governance, and change management	◆ Increase in mission-oriented outcome measures for IT projects ◆ Evidence of management attention to performance measurement and satisfaction with dashboard information
Goal 3.3 – Workforce Management and Training	◆ Multi-year workforce planning that reflects shifts in work requirements due to IT modernization ◆ Continued enhancement and innovation in IT training for IT and non-IT personnel	◆ Percentage of non-IT personnel demonstrating proficiency in key technologies ◆ Numbers of IT personnel re-trained and reassigned

APPENDIX A

ITSP Support for Strategic Goals and Priorities

DEPARTMENT STRATEGIC PLAN		IT GOALS – EXAMPLES OF IT SUPPORT FOR STRATEGIC GOALS AND PRIORITIES		
Strategic Goal	**Strategic Priorities**	**Goal 1: Digital Diplomacy – Collaboration, Information and Integration**	**Goal 2: Cloud Computing – Global Infrastructure Environment Supports Worldwide IT Operations**	**Goal 3: IT Leadership – Mission Effectiveness through Accountability and Resource Management**
Strategic Goal 1: Achieving Peace and Security	◆ Counterterrorism ◆ Weapons of mass destruction and destabilizing ◆ Conventional weapons ◆ Security cooperation and security sector reform ◆ Conflict prevention, mitigation, and response ◆ Transnational crime ◆ Homeland security	◆ Focused Diplopedia articles on key issue areas and diplomatic initiatives (e.g., effective conflict prevention and response programs) ◆ Internal and external coordination and collaboration using modern social media tools ◆ Innovations in information and pattern analysis to enhance intelligence assessments and policy support ◆ Sharing of economic and energy data	◆ Secure mobile access to classified and unclassified information to enable officers to work anywhere ◆ Global applications environment to deliver innovative application services via the cloud ◆ High levels of redundancy permit high availability and business continuity ◆ Foreign Affairs Network (FAN) to promote interagency collaboration and coordinated focus on mission goals ◆ Accessible biographic database with RSS feed services	◆ Customer focus to ensure that IT solutions address mission needs and strategic priorities ◆ Shift in IT staff resources to provide direct support for mission-related work ◆ Implementation of mission oriented outcome-based performance measures
Strategic Goal 2: Governing Justly and Democratically	◆ Rule of law and human rights ◆ Good governance ◆ Political competition and consensus building ◆ Civil society	◆ Knowledge sharing and transfer to people and governments around the world to promote democratic processes ◆ Information products to promote understanding of good government ◆ HumanRights.gov ◆ Civil society Web 2.0	◆ Open cloud services to enable host countries to access State information on effective and democratic governance ◆ Enhanced, secure, and evolving mobile computing to free political officers to work with host governments to institute reforms ◆ Portable devices contain and provide access to information needed for negotiation ◆ Election monitoring using advanced technology	◆ Application of tools to promote transparency and visibility into mission-based programs – for example, dashboards to monitor elections and institution of democratic reforms

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DEPARTMENT STRATEGIC PLAN		IT GOALS – EXAMPLES OF IT SUPPORT FOR STRATEGIC GOALS AND PRIORITIES		
Strategic Goal	**Strategic Priorities**	**Goal 1: Digital Diplomacy – Collaboration, Information and Integration**	**Goal 2: Cloud Computing – Global Infrastructure Environment Supports Worldwide IT Operations**	**Goal 3: IT Leadership – Mission Effectiveness through Accountability and Resource Management**
Strategic Goal 3: Investing in People	◆ Health ◆ Education ◆ Social services and protection for especially vulnerable populations	◆ External-facing knowledge sharing services, such as Facebook to share information on public health, epidemiology, education, and poverty ◆ Access to the most advanced research data about human services issues ◆ Use of GIS technology to analyze healthcare demographics	◆ Ability to respond to public health crises and epidemics anytime, anywhere ◆ Providing technology assistance to host countries to improve the lives of their citizens ◆ Coordination with host governments and public health and education experts to promote human services	◆ Sharing best practices in human resources management and training with host countries and NGOs working around the world
Strategic Goal 4: Promoting Economic Growth and Prosperity	◆ Private markets ◆ Trade and investment ◆ Energy security ◆ Environment ◆ Agriculture	◆ Intelligent search engines that produce tailored information related to the global economy ◆ Diplopedia articles on worldwide environmental and energy issues ◆ Sophisticated tools for data analysis and decision support ◆ Collaboration with US businesses to assist in overseas marketing and operations	◆ Cloud computing to support exchange of information among governments, businesses and NGOs ◆ Remote access to tailored tools for analyzing and presenting economic data focused on individual countries and regions ◆ Social media technologies for interacting with government and business communities around the world	◆ Providing the interagency community with visibility into global issues and progress toward goals ◆ Providing visibility into energy usage and progress toward green technology; share results with other nations
Strategic Goal 5: Providing Humanitarian Assistance	◆ Protection, assistance, and solutions ◆ Disaster prevention and mitigation ◆ Orderly and humane means for migration management	◆ Information products and on-line forums on best practices and success factors in providing humanitarian assistance ◆ Use of an internal Professional Network (e.g., LinkedIn™) to reach out to those who have engaged in past efforts to glean from their knowledge and lessons learned ◆ Use Communities@State to exchange ideas to improve coordination	◆ External-facing cloud computing support for real-time coordination with NGOs, foreign governments, and experts in refugee assistance and disaster response ◆ "Office-in-a-box" for rapid deployments to aid in disaster relief ◆ Rapid establishment of remote operations centers for first responders to humanitarian disasters ◆ Innovative tools for first responders	◆ Dashboard tools for tracking responses and results while addressing disasters, refugee situations, and development initiatives

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DEPARTMENT STRATEGIC PLAN		IT GOALS – EXAMPLES OF IT SUPPORT FOR STRATEGIC GOALS AND PRIORITIES		
Strategic Goal	**Strategic Priorities**	**Goal 1: Digital Diplomacy – Collaboration, Information and Integration**	**Goal 2: Cloud Computing – Global Infrastructure Environment Supports Worldwide IT Operations**	**Goal 3: IT Leadership – Mission Effectiveness through Accountability and Resource Management**
Strategic Goal 6: Promoting International Understanding	◆ Offer a positive vision ◆ Marginalize extremism ◆ Nurture common interests and values	◆ Tailoring of information and web capabilities, like State's Facebook page, to appeal to foreign publics and governments – use of foreign languages and cultural factors ◆ Development of Virtual Student Foreign Service to leverage energy of student "citizen diplomats" ◆ Social media tools and multi-media materials to present US values and vision ◆ Collaboration tools to coordinate the messages of the federal government presented to overseas populations ◆ Use of Customer Relations Management (CRM) systems	◆ Video and Web casts and on-line seminars (Webinars) for target audiences extended throughout the world ◆ Social media tools to engage citizens around the world in key foreign policy issues	◆ Apply best practices of human resources management and education to communicate US values overseas
Strategic Goal 7: Strengthening Consular and Management Capabilities	◆ Consular services (Visas, Passports, American Citizen Services) ◆ Major management functions	◆ Streamlined integration of management information systems to promote effective and efficient operations and contributes to an environmentally sustainable IT platform ◆ Continued application of advances in technology to secure travel documents ◆ Enterprise Data Warehouse to consolidate management information and support effective oversight – performance metrics, budgets, customer service	◆ Cloud computing and the FAN to improve efficiency, service delivery, and rightsizing of overseas operations; contributes to reducing environmental footprint ◆ Standard application, data, and web services delivered enterprise-wide via the cloud ◆ Cloud Computing will facilitate not only data retention but also data disposition and destruction	◆ Dashboards to provide visibility and insight into global IT operations and management functions and services ◆ Customer driven service and performance standards and oversight ◆ Tools such as the Sounding Board and Voting Programs promote greater transparency, exchange of ideas and preferences

APPENDIX B

Acronyms

CIO	Chief Information Officer
COTS	Commercial Off-The-Shelf
CRM	Customer Relationship Management
EA	Enterprise Architecture
EDW	Enterprise Data Warehouse
e-GovPB	e-Government Program Board
e-Gov PMO	e-Government Program Management Office
ESB	Enterprise Service Bus
ESOC	Enterprise Server Operations Center
FAN	Foreign Affairs Network
FSI	Foreign Service Institute
GIS	Geographic Information System
GITM	Global Information Technology Modernization
HR	Bureau of Human Resources
IMO	Information Management Officer
IRM	Bureau of Information Resource Management
IT	Information Technology
ITSP	Information Technology Strategic Plan
KM	Knowledge Management
LAN	Local Area Network
LEED	Leadership in Energy and Environmental Design
NGO	Non-Governmental Organization
O&M	Operations and Maintenance
ONE	OpenNet Everywhere
PASS	Post Administration Software Suite
QDDR	Quadrennial Diplomacy and Development Review
RM	Bureau of Resource Management
RSS	Really Simple Syndication
SLA	Service Level Agreement
SPO	Strategic Planning Office
USAID	US Agency for International Development
USDA/FAS	US Department of Agriculture/Foreign Agricultural Service

Acknowledgments

Susan Swart, Chief Information Officer would like to thank the IRM Strategic Planning Office for developing the FY 2011–2013 IT Strategic Plan:

Janice J. Fedak*
Elaine Tiang-Chu
DeAnne Bryant
Alexander Ferguson
Kenneth D. Rogers*
Robert Glunt
Barry Finkelstein
Thomas Tracy
Donald C. Hunter
Stella Bulimo*
Andy Tainter

The IRM Strategic Planning Office would like to thank the following groups of individuals for their contributions to this plan:

E-Government Program Board
The Office of E-Diplomacy
The Office of Strategic Planning and Policy
Participants in the numerous FSI IMO Tradecraft sessions of 2009 and 2010
Participants in the CIO BLOG feedback
Participants in the IMO Conference feedback

** If you have questions or comments concerning this paper, please contact the IRM/BMP staff indicated above.*

Digital Diplomacy

DEPARTMENT OF STATE

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