

The below two tables are proposed templates to provide to Agencies as guidance and direction for what is required.

Agency: U.S. Department of Agriculture

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Table 2

Category	Actions and Milestones (extracted from USDA FITARA Action Plan)	Target Completion Date	Status	Status Description
Budget Formulation (A-D)	The Enterprise IT Governance DR addressing the CIO involvement with planning for IT resources at all points in the lifecycle should be an officially published policy	2015/12/31	Completed 2015/12/03	The Enterprise IT Governance DR was officially published as DR 3130-010 on December 3, 2015. DR 3130-010 addresses the requirement that the CIO defines the development processes, milestones, review gates, and the overall policies for all capital planning, enterprise architecture, and project management and reporting of IT resources.
	The CFO, SPE, CIO, and Budget Officer will develop appropriate Department-wide guidance as part of the annual budget formulation process to ensure budget	2016/03/31	In Progress	USDA has a recurring and repeatable process for the formulation of its annual budget submissions. Although modified annually to reflect the latest OMB guidance, this process includes an iterative exchange of information and decision-making through which the USDA CIO will become more involved per the intent of FITARA.

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	formulation process enhancements are achieved			
	CIO will collaborate with OBPA to prepare agency budget guidance for the budget formulation process	2016/03/31	In Progress	As the USDA budget process is already established, the USDA CIO and the Department's Office of Budget and Program Analysis (OBPA) are modifying the process for future budget submissions to include additional engagement by the USDA CIO
	CIO will be included in meetings with Agency Administrators and Under Secretaries where the Secretary reviews priorities for the Departmental estimates	2016/03/31	In Progress	OCIO is working with OBPA to align schedules for when meetings will be held to ensure the engagement of the USDA CIO.
	CIO will review Agency Estimates submitted as part of Chapter 11 and provide input to the OSEC decision making process	2016/03/31	In Progress	OCIO is working with OBPA to align schedules for when information will be submitted and when decisions will be made to ensure the engagement of the USDA CIO
	Approval memorandum for CIO and OBPA Director as evidence of visibility of IT Resource decisions	2016/03/31	In Progress	OCIO and OBPA staff have started to discuss the framework that will be required to ensure that the USDA CIO and OBPA are jointly prepared to sign the memo. These discussions are focused on reaching agreement as to the timetable for budget submission steps to ensure that both organizations are fully engaged in the development of future budgets.

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	The USDA CIO defines OCIO review criteria and decision making process after receiving budget packets from the Agency's during first phase of the USDA internal review process (Chapter 11 submission.)	2016/03/31	In Progress	OCIO and OBPA are working to develop the attachment A to Chapter 11 which will contain the IT budget request.
	The USDA CIO and CPIGD will work with OBPA to create timelines for OCIO review and input to Budget Director and Office of the Secretary for budget decisions.	2016/03/31	In Progress	OCIO will establish a timeline that is in sync with the budget formulation process.
	CPIGD will collaborate with OBPA to prepare instructions and incorporate modified exhibits (Exhibits 11-2, 12 and Appendix A) to send to the bureaus to prepare.	2016/03/31	In Progress	As the USDA budget process is already established, the USDA CIO and OBPA are modifying the process for future budget submissions to include additional engagement by the USDA CIO.
	OCIO review Agency Budget request and provide input to Budget Director and Office of the Secretary.	2016/06/30	In Progress	OCIO is working with OBPA to align schedules for when meetings will be held to ensure the engagement of the USDA CIO.
	Include CIO in USDA Budget Priority meetings with Agency Administrators and Under Secretaries (next opportunity FY2018 submissions)	2016/09/30	In Progress	OCIO is working with OBPA to align schedules for when information will be submitted and when decisions will be made to ensure the engagement of the USDA CIO

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	Agency draft final estimates for Departmental Estimates	2016/08/31	In Progress	The Agencies and Staff Offices are preparing their IT Budget submissions for review by the CIO.
	USDA submits Departmental Estimates to OMB	2016/09/31	In Progress	OBPA is working with the Agencies and Staff Offices as they prepare their IT Budget submission.
	OBPA and OCFO will establish guidance with OCIO for the agency operating plans to ensure that planned expenditures for major IT investments are appropriately reflected in the plans	2016/05/31	In Progress	Presently, the Departmental guidance for the annual operating plans is limited to requests for information at the program, project, or activity (PPA) level. As information reported at the PPA level may not include sufficient detail to determine IT funding impacts, the Department is examining whether its guidance or accounting reporting can be revised to capture relevant IT expenditures. Revisions to IT spending will be appropriately reported to the USDA CIO to ensure compliance with FITARA.
Budget Execution (E-H, J, L)	Finalize the Enterprise IT Governance Departmental Regulation addressing the requirement that the CIO defines the development processes, milestones, review gates, and the overall policies for all capital planning, enterprise architecture, and project management and reporting of IT resources	2015/12/31	Completed 2015/12/03	The Enterprise IT Governance DR was officially published as <u>DR 3130-010</u> on December 3, 2015. <u>DR 3130-009</u> addresses the requirement that the CIO defines the development processes, milestones, review gates, and the overall policies for all capital planning, enterprise architecture, and project management and reporting of IT resources

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	Project that the Enterprise IT Governance and Non-Major IT Investments Departmental Regulations (DRs) will be formally published	2015/12/31	Completed 2015/12/03	The Enterprise IT Governance DR was officially published as <u>DR 3130-010</u> on December 3, 2015. The Non-Major Information Technology (IT) Investments DR was officially published as <u>DR 3130-009</u> on November 18, 2015. <u>DR 3130-009</u> addresses the requirement that the CIO defines the development processes, milestones, review gates, and the overall policies for all capital planning, enterprise architecture, and project management and reporting of IT resources.
	OCFO will develop accounting structures to capture and categorize actual obligations and expenses for IT investments. The data will be made available to the CIO and Senior	2015/12/31	In Progress	Completed: Draft Guidance developed to send to USDA agencies will have clear guidance on reporting responsibilities. In Progress: Schedule review with agencies prior to issuance. Met with CFO. Received primary comment that Budget Object Class

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	Procurement Executive (SPE) for monthly review.			can be a guide, but is not the complete answer in determining IT investment amounts. Also, agencies will supply rules for queries that OCFO will run when appropriate, as well as sample results. Most IT Investment dollars should be in Financial Management Modernization Initiation (FMMI), but a check with CFO for Farm Service Administration (FSA) is needed.
	USDA will improve the annual USDA IT portfolio review process by adding the reporting requirement for each bureau to map all investments to their bureau level Strategic Objectives, which are aligned to the Department's Strategic objectives	2016/02/28	In Progress	Portfolio Reviews have started and include requirements from M15-14. OCIO and the USDA Program Management community are developing the performance metrics.
	CIO along with the USDA CIO Council will define standardized performance metrics for the USDA Lines of Business (LOB)	2016/02/28	In Progress	The USDA CIO Council and Department Enterprise Architect are reviewing the LOBs to determine if the current LOBs are aligned with the Departments goals and objectives and if changes are required.
	The IT Program and Project Managers Certification Requirements, IT Cost	2016/03/30	Completed 2016/05/29	Information Technology Capital Planning and Investment Control DR, published 2016/05/29

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	Estimating, IT Capital Planning and Investment Control, and CIO Council DRs will be formally published		2016/0204 2016/05/29	<p>The Information Technology Program and Project Manager Certification Requirements DR was officially published as <u>DR 3130-011</u> on February 4, 2016.</p> <p>The IT Cost Estimating DR was officially published as <u>DR 3130-012</u> on March 4, 2016.</p> <p>Information Technology Capital Planning and Investment Control (CPIC) DR resides with the Assistant Secretary for Administration with final signature by the USDA CIO and is planned to be officially published in May 2016.</p> <p>The CIO Council DR was officially published as <u>DR 3105-001</u> on April 6, 2016.</p>
	Procedures, as presented in Departmental Manuals, associated with Enterprise IT Governance and IT Capital Planning and Investment Control DRs published	2016/06/30,	Deferred	Will provide specific procedures to address the requirement that the CIO defines the development processes, milestones, review gates, and the overall policies for all capital planning, enterprise architecture, and project management and reporting of IT resources . New target date 2016/09/30.

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	OBPA and OCFO will establish guidance with OCIO for the agency operating plans to ensure that planned expenditures for major IT investments are appropriately reflected in the plans	2016/12/31	In Progress	<p>Presently, the Departmental guidance for the annual operating plans is limited to requests for information at the program, project, or activity (PPA) level. As information reported at the PPA level may not include sufficient detail to determine IT funding impacts, the Department is examining whether its guidance or accounting reporting can be revised to capture relevant IT expenditures.</p> <p>This will also ensure that revisions to IT spending are appropriately reported to the USDA CIO to ensure compliance with FITARA</p>
	New: Draft and publish a FITARA Departmental Regulation	2016/09/30	In Progress	<p>Draft FITARA DR reviews and revisions are on a fast track. The Policy Division is looking at invoking a streamlined policy review cycle for this critical DR.</p> <p>This DR establishes the USDA policy governing the oversight and management of the Federal Information Technology Acquisition Reform Act (FITARA) which requires Federal Chief Information Officers (CIO) to fully define and understand the costs of agency IT investments, products, and services to be included/incorporated into the USDA budget formulation, budget execution, acquisition, and IT workforce planning processes</p>

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	New: OCIO/Capital Planning and IT Governance Division (CPIGD) will update the <i>Integrated IT Governance Framework (IITGF): Guidebook</i> (April 1, 2014).	2016/09/30	In Progress	Interim milestones and project plan to update the IITGF are in progress. To ensure that the USDA CIO governance responsibilities are included in IT planning and oversight activities that is aligned with FITARA provisions.
Acquisition (I, K)	OPPM will implement changes in USDA's enterprise level Integrated Acquisition System (IAS) to include a new field on procurement requisitions to capture the AAR number	2015/11/30	Completed 2016/02/22	A new field in USDA's contract writing system was implemented to capture the Acquisition Approval Request (AAR) number. Enhanced data for, and oversight of, IT Acquisitions
	The SPE in collaboration with OCIO will update acquisition documents and tools to reflect the new acquisition requirements.	2015/12/30	Completed 2016/02/22	Procurement Advisory 53A was published February 22, 2016 Updated instructions for submission and approval of AARs for acquisition personnel.
	OCIO will update the AAR instructional document, AAR Guidebook and Procurement Advisory 53 to reflect the new requirements not already included in the AAR process.	12/31/2015	In progress	OCIO and the SPE have made the required changes to the Procurement Advisory 53 and the AAR instructional document is being updated.

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	The OCIO CPIGD and the OPPM will finalize and implement the requirement of the AAR approval process into the procurement process that will require the review/approval of acquisition plans	12/31/2015	Complete 2016/02/22	Procurement Advisory 53A was published 02/22/2016 Updated instructions for submission and approval of AARs for acquisition personnel.
Organization and Workforce (M-Q)	The CHCO will recruit and administer a Senior Level (SL) position for FITARA to be located in the OCIO	12/31/2015	Completed 2016/03/22	Hiring of an SL was accomplished. This position will assist the CIO to ensure effective management and oversight of FITARA implementation.
	The CHCO will modify the current process to include the CIO approval on selections and a notification process when CIO positions are vacated	03/31/2016	: In Progress	SES and GS Completed: April 2016 Advisory Notice to be issued to advise Offices/Agencies to inform CIO of vacancies and requirement for CIO involvement in recruitment process is in the Final Review stage. The active involvement of the CIO in the recruitment and selection of CIO positions across USDA ensures skilled staff are in proper roles to effectively manage IT resources and to assist agencies in improving IT management practices.

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	USDA OCIO has created critical performance elements for all Bureau CIOs that have been in place since 2013 for which an official advisory notification will be issued	2015/12/31	SES and GS Completed:	Advisory Notice to be issued to remind/ Offices/Agencies of performance requirement is in the Final Review stage.
		2016/03/31	2016/04/29 Advisory Notice: In Progress	The active involvement of the CIO in establishing critical performance elements ensures consistent, fully integrated performance goals.
	IT Workforce Planning (ITWP) actions and milestones associated with identifying and conducting tasks associated with the competencies gap analysis.	2016/09/30	In Progress **based on resources	ITWP in coordination with OHRM and other OCIO staff offices is developing an OCIO Strategic Human Capital Plan. ITWP, in coordination with OHRM and other OCIO staff offices are working to align the strategic plan, human capital, and budget to meet organizational goals/ objectives through forecasting mission critical talent needs; analyzing current workforce and talent supply; and develop, implement, and evaluate strategies to identify and close gaps.
		2016/09/30	In Progress **based on resources	ITWP in coordination with OHRM and other OCIO staff offices will conduct a workforce analysis.

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				To identify competency gaps in mission-critical occupations (i.e., information technology, acquisition, and agency-specific occupations); determine current and future human resource needs, sets targets to close gaps, including targeted employee development, recruitment and retention programs; and meet mission goals and objectives.
	IT Workforce Planning (ITWP) actions and milestones associated with identifying and conducting a comprehensive workforce analysis.	2017/08/31	In Progress **based on resources	ITWP in coordination with OHRM and other OCIO staff offices to develop a five (5) year workforce planning cycle with reviews on an annual basis and plan re-evaluations every fifth year. The longer timeframe will allow the OCIO to make valid long-term assumptions while annual reviews ensure validation of projected workforce needs to effectively lead and manage IT initiatives.
	The CHCO will partner with the CIO to establish a SOP for the recruitment and selection for CIO positions at the SES level with the collaboration of the USDA Mission Area, Bureau and Staff Office Heads	2017/08/31	In Progress	Executive Resources Management Division (ERMD) has developed a draft Standard Operating Procedure (SOP) which is pending final approval. The process will be shared with USDA agencies and staff offices/agencies via an Advisory Notice which is in the Final Review stage.

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				The active involvement of the CIO in the recruitment and selection of CIO positions across USDA ensures skilled staff is in proper roles to effectively manage IT resources and to assist agencies in improving IT management practices.
	<p>The CHCO will partner with the OCIO to:</p> <ol style="list-style-type: none"> 1. Develop a set of competency requirements for IT positions; 	2016/12/31	In Progress	<p><u>OHRM</u> is waiting on additional details from OCIO to determine the need for specific competencies in addition to those in the IT competency model.</p> <p>ITWP in coordination with OHRM and other OCIO staff offices will conduct a workforce analysis.</p> <p>Assessing and closing competency gaps ensures leadership has the experience, background, capabilities and necessary skills to effectively lead and manage IT resources and initiatives.</p> <p>To identify competency gaps in mission-critical occupations (i.e., information technology, acquisition, and agency-specific occupations); determine current and future human resource needs, sets targets to close gaps, including targeted employee development, recruitment and retention programs; and meet mission goals and objectives.</p>

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	The CHCO will partner with the OCIO to : 2. Provide OCIO representation on Executive Review Boards (ERB);	2016/12/31	Completed 2016/04/29	ERMD currently collaborates with the CIO staff for participation in ERBs. ERMD also routes the BQ candidate for selection of the CIO for preapproval. The active involvement of the CIO senior executive staff on the Executive Resources boards for merit staffing ensures the CIOs assessment of a candidate's competencies and executive core qualifications for selection of SES CIO positions.
	The CHCO will partner with the OCIO to: 3. Provide the OCIO's input on performance ratings to In Progress the Performance Review Boards (PRB)	2016/12/31	In Progress	OHRM is working with OCIO to determine the process for OCIO input on PRBs. The impact of this action item is to incorporate the CIO into OHRMs existing Performance Review Board process. The CIO will provide summary reports to the appropriate Subcabinet Officials, Agency Heads, and Staff Offices that oversee Agency CIOs when evaluating SES CIO appraisals.
	The CHCO, in consultation with the CIO, will collaborate with the Bureau subject matter experts to assist in the development	2016/10/31	GS level SOP Completed: April 2016	SOP developed to explain the requirement and process which will be communicated by Advisory Notice to inform Offices/Agencies of requirement for CIO involvement in development and establishment of GS-15 CIO positions.

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	and establishment of positions at the GS-15 grade level		Advisory Notice: In Progress	The active involvement of the CIO in the development, recruitment and selection of CIO positions at the GS-15 level across USDA ensures skilled staff is in proper roles to effectively manage IT resources and to assist agencies in improving IT management practices.
	OHRM will work with OCIO to issue an Advisory Notice to go to the Bureau CIOs and Executives describing implementing performance plans and detailing the revised hiring process	03/31/2016	In Progress	<p>General strategy has been identified. SOP developed in draft to explain the requirement and process which will be requirement and process which will be communicated by Advisory Notice to in for Offices/Agencies of requirement for CIO involvement in implementing performance plans and in the hiring process.</p> <p>The active involvement of the CIO in the recruitment and selection of CIO positions and the performance review process across USDA ensures skilled staff is in proper roles to effectively manage IT resources and to assist agencies in improving IT management practices.</p>
	Development and Implementation of a Specialized Career Path for IT Program Managers (in Attachment F of the Common Baseline Plan).	2016/12/31	In Progress **based on resources	<p>Virtual University and OCIO will collaborate to design the career path and training plan.</p> <p>-General strategy has been identified;</p>

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				<p>Draft plan will be developed and presented for approval;</p> <p>-Approved plan will be shared and implemented.</p> <p>The impact of this action is that IT Program Managers will have a clearly defined career path and training plan. OCIO will be able to track the progress and status of individuals.</p> <p>USDA has not implemented a specialized career path for IT program managers. In FY2015, USDA partnered with a vendor to offer FAC P/PM levels 1, 2, and 3 training to USDA employees interested and/or needing to obtain FAC P/PM certification. These courses continue to be offered in this FY.</p> <p>USDA has identified a need to develop program and project managers. OCIO (ITWP) and OHRM's Virtual University are in the early stages of developing an IT program and project management career development program. FAC P/PM training – result is increasing the number of certified program managers managing major and non-major investments.</p>

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				IT program manager career program – result is a USDA program and project manager pipeline.
	USDA will analyze the requirement for expanding Direct Hire Authority (DHA) to personnel assigned to IT acquisitions and in other areas	2016/12/31	In Progress **based on resources	USDA has Direct Hire Authority for security and contracting series in the lower grades - GS 9/11/12. USDA is still analyzing the requirement and need for DHA at the senior grades for GS 14/15 in the areas of Program Management, Contracting Officers and Contracting Officer's Representatives
	USDA will conduct Peer Reviews of IT acquisitions. Need to focus on the number and types of IT acquisitions reviewed and USDA's plans to conduct peer reviews of IT acquisition or explain why USDA will not conduct peer reviews of IT acquisitions.	2016/12/31	In Progress **based on resources	Peer reviews are conducted for multiple types of USDA contracting actions to include IT acquisitions. Most USDA contracting activities conduct reviews of over 75% of their IT acquisitions exceeding the simplified acquisition threshold. There are a variety of types of IT acquisitions reviewed, to include: Type 1 complex IT purchases and routine types of equipment and services that are considered Type 1; Type 2 desktops, laptops, and network printers which are ordered off existing blanket purchase agreements (BPA) issued by USDA, or ordered against a GSA contract, or on the open market. There are other types of supplies and services that are considered Type 2 which require IT review and approval that are non-complex commercial off-the-shelf (COTS) type items.

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				USDA also has varying thresholds requiring higher levels of review, such as the Head of Contracting Activity's Designee (HCAD) or Senior Procurement Executive, as complexity and/ or dollar value increases.
	<p>USDA will utilize Pilot Programs for innovative approaches to developing the IT acquisition workforce, such as industry-government rotations.</p> <p>USDA will explain what pilot program is in use or explain identify plans to utilize pilot programs of innovative approaches to developing the IT acquisition workforce or why USDA will not plan to utilize these programs.</p>	2016/09/30	In Progress **based on resources	USDA sent over a visiting chair to the National Defense University (NDU). In return, USDA may send a certain percentage of employees to obtain certificates and potentially master's degrees through NDU's iCollege. ITWP is partnering with USDA's CIO Council to establish a pilot for USDA CIO employees to obtain certificates and master's degrees through NDU's iCollege.