Archived Information

Department of Education

SALARIES AND EXPENSES OVERVIEW

Fiscal Year 2008 Budget Request

CONTENTS

INTRODUCTION

This overview summarizes the administrative costs and staffing for all Department accounts. Departmental administrative costs and full-time equivalent (FTE) employment are supported in 2008 from funding in the following accounts: Program Administration (PA), Office for Civil Rights (OCR), Office of the Inspector General (OIG), Vocational and Adult Education (VAE), College Housing and Academic Facilities Loans Program (CHAFL), Historically Black College and University Capital Financing Program (HBCUCF), Institute of Education Sciences (IES), and Student Aid Administration (SAA). Greater detail on the funds supporting these activities is provided separately in each account's justification materials.

Only 2 percent of the Department's annual appropriation is used for Federal administrative costs, and administrative costs account for only 1 percent of the total value of loans, grants, and contracts issued by the Department.

The FY 2008 budget request for salaries and expenses supports the goals and objectives of the Administration, in particular:

- Implementation and reauthorization of the No Child Left Behind Act, including efforts focused on literacy, math, and science.

- Efforts to support the American Competitiveness Initiative, including the National Mathematics Panel and the Academic Competitiveness Grant and National SMART Grant programs.

- Data collection efforts designed to measure student achievement and educational outcomes while decreasing the burden placed on States and school systems in reporting information.

- Initiatives designed to improve higher education opportunities for all students.

In addition, funds support the operational activities necessary for the everyday work of the Department, including such expenses as:

- Facilities management, including rent and guard services.

- Phone and computer network services.

- Operation and maintenance of the Department Website (www.ED.GOV).

- Purchase of information technology (IT) equipment.

The FY 2008 budget request also places emphasis on improving Departmental management of programs and resources. Specific management priorities include:

- Financial management, including projects designed to ensure accountability of Department assets, improve grants management, and provide better financial data to Department managers.

- Human capital, highlighted by implementation of the Department's human capital plan and competitive sourcing initiative.

● Information technology, including enhancements to the Department's Internet site, improving the capability to retrieve information, and a continued focus on security.

● Modernization of student financial assistance programs, including projects designed to consolidate business functions so that customer services, data quality, and overall program integrity are improved and long-term costs are reduced.

● Budget and performance integration, to inform decisionmakers and focus limited resources on programs that work, and to reform or eliminate programs that do not.

Greater detail on these management activities is provided in the "Management Improvements" section of this overview.

FY 2008 BUDGET REQUEST

The estimated cost in 2008 for the Department's administrative activities is $1.317 billion, an increase of $35.3 million, or 2.7 percent, from the 2007 level of $1.281 billion. The increases include $36.4 million in the Program Administration account, $3.5 million in the Office for Civil Rights account, $4.8 million in the Office of the Inspector General account, and $1 million in the Institute of Education Sciences account. These increases are partially offset by decreases of $10.3 million in the in the Student Aid Administration account and $83,000 in the College Housing and Academic Facilities Loans account. Details of the requests are provided in each account's individual justification.

The 2008 budget reflects enactment of the Higher Education Reconciliation Act of 2005, which reauthorizes Section 458 of the Higher Education Act and requires the Congress, beginning in fiscal year 2007, to appropriate discretionary funds for Federal administrative costs for student aid credit programs, which were formerly available as mandatory funds.

The following chart provides a breakdown of the Department's total S&E budget by type of cost.

FY 2008 Salaries and Expenses Costs by Category
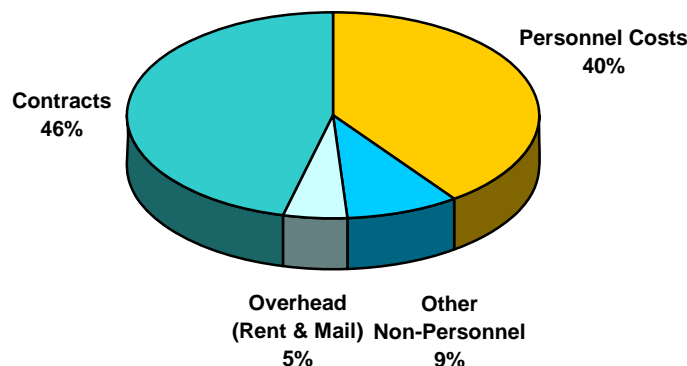
STAFFING AND PERSONNEL COSTS

The FY 2008 request includes funding for 4,201 FTE, a net increase of 24 FTE from the 2007 level of 4,177 FTE. There are also approximately 6,100 contractors who provide services for the Department. In general, the requested increase in FTE is focused on the high priority areas specified in the Introduction. Details by office follow.

Office of Elementary and Secondary Education — An increase of 6 FTE is requested in 2008. The additional FTE are for two primary purposes: 1) to administer high priority programs and initiatives related to the No Child Left Behind Act and the American Competitiveness Initiative, and 2) to enhance grant monitoring.

Institute of Education Sciences — An increase of 3 FTE is requested in 2008 to: 1) conduct a new National Center for Education Statistics longitudinal study designed to provide detailed, ongoing information about the educational experiences of middle and high school students, and 2) assist with essential National Assessment of Education activities related to assessments at the 12th grade level in reading and mathematics.

Office of Planning, Evaluation and Policy Development — An increase of 1 FTE is requested in 2008 to enable the Budget Service to devote additional time to Department staff workload and administrative contract analysis. The Budget Service will also continue to serve as the Managing Partner for the Budget Execution and Formulation Governmentwide Line of Business initiative.

Office of the Inspector General — An increase of 14 FTE is requested in 2008 to conduct audits of Department programs, high-risk grantees, and Departmental contracts; and to perform oversight of non-Federal audits.

The budget request includes $522 million for personnel compensation and benefits, an increase of $24 million from the 2007 level of $498 million. This reflects the proposed 3 percent Governmentwide pay raise in FY 2008, two additional paid days in 2008, and historically based increases for employee benefits.

As shown in the following chart, staff are divided between the Washington, D.C., headquarters, 10 regional offices, and 10 field offices. Approximately 75 percent of the employees are assigned to headquarters, and 25 percent are assigned to the regional and field offices. Most regional and field office staff are in Federal Student Aid (FSA), the Office of the Inspector General (OIG), and the Office for Civil Rights (OCR). The FSA regional office staff conduct reviews of lenders, institutions, and guaranty agencies participating in the student financial aid programs; and collect the debt associated with defaulted student loans. OIG staff conduct audits and investigations of Department programs and operations. OCR investigates civil rights complaints and conducts civil rights compliance reviews.

Location of the Department of Education Regional and Field Offices
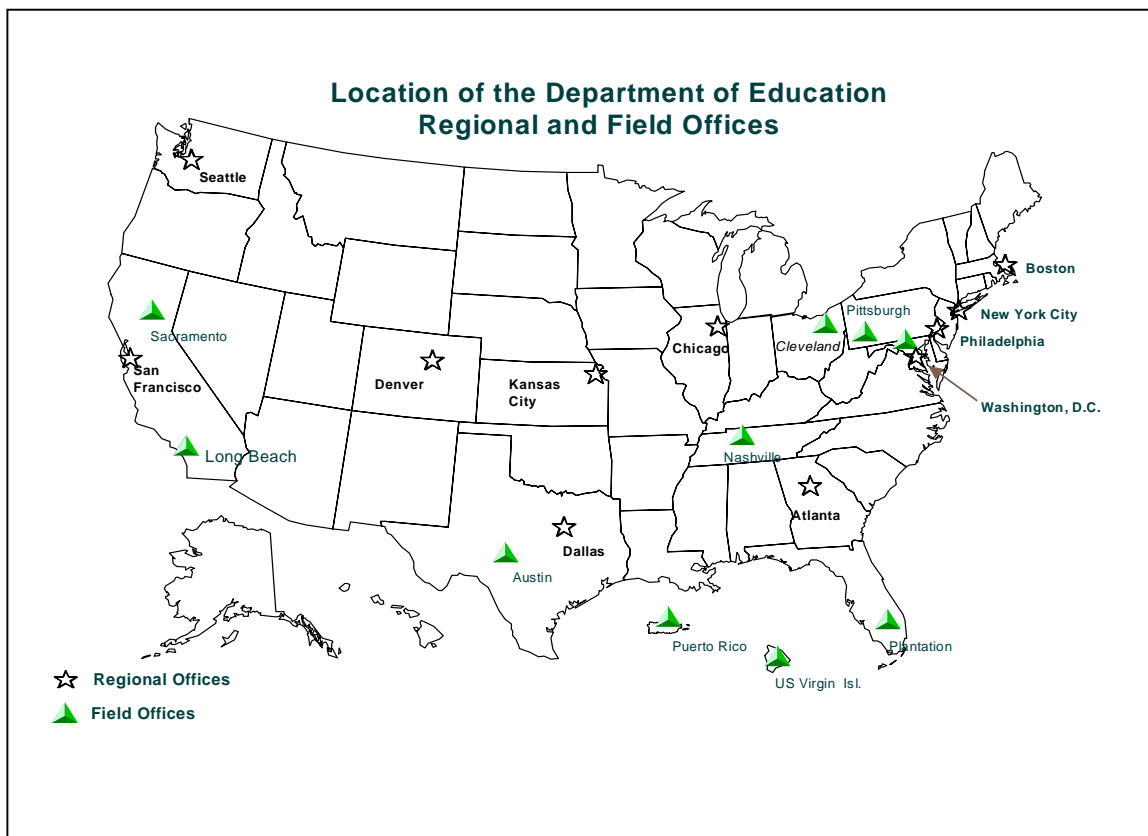
NON-PERSONNEL COSTS

The non-personnel costs for the administrative accounts cover such items as travel, rent, mail, telephones, utilities, printing, information technology (IT), contractual services, equipment, supplies, and other Departmental services. The total request for non-personnel activities in FY 2008 is $794 million, an increase of $11 million from the 2007 level of $783 million. The increases are for infrastructure upgrades designed to replace outdated equipment and enable enhanced telecommunications and data services, and the GSA-managed renovation of the Mary E. Switzer building in Washington, D.C., designed to consolidate Department staff and thereby improve efficiency.

CENTRALIZED OVERHEAD AND TECHNOLOGY

Departmental overhead expenses cover centralized support and administrative services for all program and staff offices. The funds are administered by the Office of Management. These services include rent, building alterations and repairs, training, supplies, mail, and interagency agreements for services purchased from other agencies. A total of $134 million is requested for these costs in 2008, an increase of $15 million from the 2007 level. The increase is primarily for the renovation of the Mary E. Switzer building in Washington, D.C., as directed by the General Services Administration.

Information technology activities that comprise centralized IT services include Departmentwide computer operations, maintenance and improvements, local area network operations, initiatives designed to link Department business needs with the best available technology, and other commonly shared Department IT and office automation activities. The funds are administered by the Office of the Chief Information Officer. Within the total for non-personnel costs, a total of $56 million is requested for these IT activities. This is a $5 million increase from the 2007 budget level of $51 million, primarily due to the funding of infrastructure upgrades designed to replace outdated equipment and enable enhanced telecommunications and data services and the renovation of the Mary E. Switzer building in Washington, D.C.

MANAGEMENT IMPROVEMENT AND GOVERNMENT REFORM

The Salaries and Expenses (S&E) budget request places a heavy emphasis on the following high priority items to carry out the President's Management Agenda:

- Improving financial performance.

- Expanding strategies for using human capital.

- Identifying opportunities for competitive sourcing.

- Accurately measuring, identifying, and reducing improper payments.

- Establishing effective loan portfolio management, including incorporating both subsidy and administrative cost data in management decisions.

- Expanding the use of E-Government systems to improve business and communications processes.

- Focusing on accountability and results, including the integration of program performance and budgeting.

- Leveraging the contributions of faith-based and community organizations.

The following section identifies goals, items already accomplished, activities to be undertaken in the future, and supporting budget items for each of the priority areas identified in the President's Management Agenda.

Financial Performance

Improved financial performance means that: the Department will be assured of accurate and relevant financial reporting systems and processes in order to provide policymakers and managers with timely and accurate financial information; revenues and expenditures are properly accounted for and reported on; and reports and data produced by financial management systems will aid managers when making program and asset-related decisions.

Management and internal controls will be adopted and enhanced to reduce the risk of errors and permit effective monitoring of programs and processes. Management controls will ensure that the Department's organizational structure, policies, and procedures support its programs so that the programs achieve their intended results; resources are used in a manner consistent with the Department's mission; and programs are protected from waste, fraud, and mismanagement. Internal controls will provide reasonable assurance that the Department's operations will be effective and efficient, and that financial reporting will be reliable.

Key goals

- Achieve a clean audit opinion in 2007 and succeeding years.

- Provide program managers with all financial data necessary to manage effectively.

- Receive a Certificate of Excellence for Accountability Reporting.

- Continue to reduce external and internal accountability risks (as identified by auditors, the Department's Inspector General, and the Government Accountability Office).

- Assess the performance of programs and determine the actions to take to improve performance where indicated.

Recent accomplishments

- Achieved a clean opinion on the last five audits of the Department's financial statements.

- Implemented Oracle 11i software for the Financial Management Support System to reduce risk and improve management of costs.

- Developed eGrant initiatives to streamline and automate grants business processes to ease electronic submission of grant applications.

- Since the 4th quarter of FY 2004, submitted to OMB all FACTS II reports within the first two days of the open period.

- Improved the internal control over purchase card payments by guaranteeing that only approved transactions are reviewed by the approving official and paid to the bank vendor.

- Began to implement the OMB Circular A-123 Initiative, designed to ensure that proper internal controls are in place over financial reporting.

Planned actions

- Continue to develop the new G5 grants system to replace the current GAPS system in order to provide a state-of-the-art electronic grants system that will serve as a Shared Service Provider for the Grants Management Line of Business.

- Update the Department's Post Audit User Guide/Handbook and develop an audit follow-up training course for Department staff that focuses on audit related activities.

- Develop an audit findings library for discretionary grant programs.

- Continue to implement the OMB Circular A-123 Initiative, designed to ensure that proper internal controls over financial reporting are in place.

- Implement risk-based assessments of Education business risks, with the goal of using accurate financial data to prevent and control future costs and risks.

Human Capital

The Department's human capital strategy is designed to ensure that all human capital management activities are strategically aligned to support the Department's critical mission and human capital challenges.

Key goals

- Re-engineer key human capital processes and assure the Department has the resources to address human capital challenges.

- Provide managers with tools and flexibility to recruit top-notch talent.

- Enable all employees to improve their job skills.

Recent accomplishments

- Completed training to address leadership competency gaps.

- Identified and set competency targets for Department employees.

- Provided access to over 2,000 e-learning courses through the online training system GoLearn.

- Implemented a new employee awards policy that links cash awards to performance appraisals.

- Provided training to Department supervisors on the employee rating policy in order to improve standards and accountability.

Planned actions

- Continue to close competency gaps in leadership, human resources management, IT, and mission critical occupations.

- Reduce the hiring timeline for both SES and non-SES vacancies.

Competitive Sourcing

In line with the goals of the *President's Management Agenda*, the Department will identify new opportunities for competitive sourcing in order to augment its capabilities and promote innovation and greater efficiency.

Key goals

- Identify competitive sourcing opportunities within the Department.

- Develop a competitions plan and ensure that employees affected by competitions are effectively placed.

Recent accomplishments

- Convened competition team and completed preliminary planning for the K-12 Data Collection activity.

- Convened competition team for Information Resource Management Investment Activities competition.

- Completed staff training in conducting A-76 competitions.

Planned actions

- Announce competition for K-12 Data Collection activities.

- Complete preliminary planning for Information Resource Management Investment Activities competition.

- Work with OMB to review processes for conducting feasibility studies, refine costs and savings methodologies, and adopt best practices for integrating competitive sourcing and human capital initiatives.

Credit Management

The Department will improve its financial and management information to manage student aid programs effectively. The Department will continue to strengthen financial management and internal controls so that relevant and timely information is available to manage day-to-day operations and provide accountability.

Key goals

- Improve program integrity to ensure access to postsecondary education, while reducing vulnerability to fraud, waste, and abuse.

- Integrate Federal student aid information systems and provide new technology solutions to deliver Federal student aid in an efficient and cost-effective manner.

- Reduce program administration costs to improve control over resources and maintain accountability for results.

- Identify and incorporate subsidy cost information in management decision making.

- Improve products and services to provide better customer service.

Recent accomplishments

- Received a clean audit opinion on the FY 2006 financial statements, with no material internal control weaknesses.

- Awarded a contract for the Integrated Partner Management strategic initiative that will consolidate business process and systems supporting partner eligibility management. (Perot Systems Government Solutions; Fairfax, Virginia)

- Integrated three new systems into the security architecture infrastructure that will be used to control access to student aid systems and data, and to provide "single sign-on" to its partners. The systems will also be the foundation for the e-Gov E-Authentication initiative, eventually reaching 75 million past and present aid recipients.

- Awarded a contract for the Virtual Data Center that provides a single computing environment for hosting Title IV systems. Implementation will result in continued high quality technical and operational support of the infrastructure and systems where the Title IV delivery applications reside. (Perot Systems Government Solutions; Plano, Texas)

- Utilized activity-based costing to measure the success of cost reduction strategies. For example, the unit cost related to the Common Services for Borrowers business functions has shown a decrease since the implementation of the contract. (ACS Education Solutions; Washington, D.C.)

- Developed a multi-year strategic communications plan to improve customer service by reducing the complexity of services, increasing customer awareness, and promoting customer self-service.

Planned actions

- Compete and award a contract to continue development and begin to implement the ADvance solution designed to bring business functions together to improve customer services, data quality, and overall program integrity.

- Implement an Integrated Partner Management System designed to enhance the Department's ability to reduce fraud, waste, and abuse by improving oversight and monitoring of over 10,000 participants in the Title IV programs.

- Create a unified and integrated Web presence for the multiple internal and external FSA-related Web sites so that customers have easier access to information.

Improper Payments

The Department will continue work on eliminating improper payments, a key objective of the President's Management agenda.

Key goals

- Identify and reduce potential improper payments and recover confirmed improper payments where appropriate.

- Conduct statistical tracking of Department programs to ensure that Improper Payments Information Act of 2002 thresholds are not potentially exceeded.

Recent accomplishments

- Implemented an improper payment corrective action plan with OMB-approved reduction targets in place.

- Instituted risk assessment plans that identify all susceptible programs.

- Instituted a measurement plan for risk susceptible programs.

- Developed a schedule for 2007 activities to reduce the risk of improper payments throughout the Federal Family Education Loan program.

Planned actions

- Refine the corrective action plan for identifying and reducing the risk of improper payments for the Federal Family Education Loan program.

- Issue Notice of Proposed Rulemaking to clarify Migrant Education program eligibility requirements.

- Implement revisions to the 2007-2008 Free Application for Federal Student Aid Web form to facilitate enhanced flagging and verification of data items.

E-Government

In order to meet the President's Management Agenda goals of an expanded electronic Government, the Department will improve the management of its IT investments, protect the integrity and confidentiality of data, improve data management, and increase the use of technology in serving customers.

Key goals

- Ensure security of the IT infrastructure.

- Conduct business online to the fullest extent possible.

- Reduce our partners' data-reporting burden.

Recent accomplishments

- Continued to process grant applications through increased usage of both the e-reader and the Grants.gov system (Grants.gov used for 78 percent of all grant competitions in 2006).

- Received OMB approval for the Department's Earned Value Management policy.

- Developed and implemented online IT security awareness training and other specialized IT training for Department employees.

- Completed the migration to the E-Travel system.

- Ranked eighth of 61 Federal agencies in an August 2006 study by Brown University of the overall quality of E-Government services.

Planned actions

- Increase the sharing of IT systems and concurrently reduce or eliminate stand-alone systems as outlined in the Enterprise Architecture Future State Vision.

- Utilize the Grants.gov system for all of the Department's grants competitions in 2007.

- Implement the IPv6 project, designed to upgrade the internet address standard used by the Department in order to expand the number of available addresses, increase security capabilities and improve routing and network configuration.

Participation in Governmentwide E-Government Initiatives

The Department is actively participating in a number of the Governmentwide E-Government initiatives, designed to make it easy for citizens and businesses to interact with the Government, save taxpayer dollars, and streamline citizen-to-Government communications. The Department has budgeted a total of

$2.866 million in 2007 and $2.919 million in 2008 for these initiatives. This includes support for the following initiatives:

GovBenefits.gov – 2007: $315,000; 2008 - $314,000; Student Aid Administration account

Govbenefits.gov provides a single point of access for citizens to locate and determine potential eligibility for Government benefits and services. For the year ending August 2005, GovBenefits.gov generated over 98,000 citizen referrals to Department of Education Web pages. It is likely the number of referrals will increase in each succeeding year.

E-Rulemaking – 2007: $155,000; 2008: $135,000; Program Administration account

E-Rulemaking allows citizens to easily access and participate in the rulemaking process and increases the efficiency of internal agency processes. The initiative has provided the public a single central site to access more than 450 regulatory actions completed annually over the last 3 years. It also provides a central location for the public to comment on regulatory actions and reduces the Department's data storage costs. These benefits will continue into 2007 and 2008.

Business Gateway – 2007: $329,000; 2008: $88,000; Program Administration account

Business Gateway reduces the burden on businesses by making it easy to find, understand, and comply with relevant laws and regulations at all levels of Government. Department participation in this initiative has resulted in businesses being better informed of vocational programs administered by the Department and wage garnishment procedures and steps employers should take to withhold money from employees' earnings in the event they become delinquent on student loan payments. The Department's use of Business Gateway to reach the business community will continue to expand.

Grants.gov – 2007: $1,074,000; 2008: $1,106,000; Program Administration account

Grants.gov creates a single portal for all Federal grant customers to find, apply, and ultimately manage grants online. The Department is continuing to ramp-up use of Grants.gov with the transfer of grant competitions that use the Department's standard
grants application package, with the goal of utilizing Grants.gov for all standard competitions in 2007.

E -Training – 2007: $180,000; 2008: $180,000; Total
Program Administration account – 2007: $87,000; 2008: $98,000
Student Aid Administration account – 2007: $48,000; 2008: $44,000
Office for Civil Rights account – 2007: $29,000; 2008: $26,000
Office of the Inspector General account – 2007: $16,000; 2008: $12,000

E-Training will consolidate numerous online Federal training capabilities into a premier e-training portal, providing enhanced access to high quality training and

competency development for Federal employees. Through participation in this initiative, Department employees have received access to over 2,000 e-learning courses covering a multitude of topics. The e-learning option benefits all employees, but is particularly useful for Regional employees whose work requires frequent travel.
In the future, additional courses encompassing a wider variety of topics will be offered to employees.

Recruitment One-Stop – 2007: $21,000; 2008: $24,000; Program Administration account

Recruitment One-Stop delivers state-of-the-art online recruitment services to job seekers that includes intuitive job searching, online resume submission, applicant data mining, and online feedback on status and eligibility. Job applicants utilizing the Department's automated EdHires system also have access to apply for positions across the Government via automatic access to the USAJOBS system.

Enterprise Human Resource Integration – 2007: $100,000; 2008: $107,000; Program Administration account

Enterprise Human Resource Integration streamlines and automates the exchange of Federal employee human resources information. Participation in this initiative will provide the Department's Human Resources managers and specialists with a centralized data warehouse that will assist in workforce planning and analysis capabilities that are currently not possible with a paper-based system. With these tools, trends for retirement, promotions, and reassignments can be accurately forecast. Personnel transactions that currently take weeks to finalize will take days.

E-Travel – 2007: $249,000; 2008: $307,000; Program Administration account

E-Travel is designed to provide a Governmentwide Web-based service that applies world-class travel management practices to consolidate Federal travel, minimize cost, and produce superior customer satisfaction. The Department has recently migrated its travel services to "E2", a designated E-Travel system. The E2 Travel System provides travelers with a Web-based, end-to-end travel management service with the integration of an online booking engine as well as the authorization and vouchering process.

Integrated Acquisition Environment – 2007: $82,000; 2008: $64,000; Program Administration account

Integrated Acquisition Environment creates a secure business environment that will facilitate and support cost-effective acquisition of goods and services by agencies. Through adoption of the tools and services developed as part of this initiative, the Department can make better informed and efficient purchasing decisions.

E-Authentication – 2008: $65,000; Student Aid Administration account

E-Authentication minimizes the burden on businesses, the public and Government when obtaining services online by providing a secure infrastructure for online transactions, eliminating the need for separate processes for the verification of

identity and electronic signatures. The Department is planning to integrate the Federal Student Aid's Campus Based programs application with the E-Authentication services.

Financial Management Line of Business – 2007: $84,000; 2008: $143,000; Program Administration account

The goal of the Financial Management Line of Business initiative is to identify opportunities to reduce the cost of Government and improve services to citizens through business performance improvements in financial management. The Department is actively participating in finding exemplary financial management systems that can be utilized by multiple agencies across the Government.

Human Resources Management Line of Business – 2007: $66,000; 2008: $66,000; Program Administration account

The goal of the Human Resources Line of Business initiative is to identify opportunities to reduce the cost of Government and improve services to citizens through business performance improvements in human resources management. The Department will benefit by utilizing "best-in-class" human resources systems that have been approved by the Line of Business.

Grants Management Line of Business – 2007: $101,000; 2008: $198,000; Program Administration account

The goal of the Grants Management Line of Business initiative is to identify opportunities to reduce the cost of Government and improve services to citizens through business performance improvements in grants management.

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Geospatial Line of Business – 2007: $15,000; 2008: $16,000; Program Administration account

The goal of the Geospatial Line of Business initiative is to identify opportunities to reduce the cost of Government and improve services to citizens through sharing of geospatial data.   In conjunction with this Line of Business, the Department's National Center for Education Statistics provides access to school district geographic and
demographic data useful for describing and analyzing characteristics of school districts, children, and K-12 education.

Budget Formulation and Execution Line of Business – 2007: $75,000; 2008: $85,000; Program Administration account

The goal of the Budget Formulation and Execution Line of Business initiative is to identify opportunities to reduce costs of Government and improve services through business performance improvements in budget formulation and execution rocesses. The Department is serving as Managing Partner of this new Line of Business, and thus is a leader in finding exemplary budget systems and/or tools that can be utilized by multiple agencies across the Government. Another task is to develop collaborative processes to improve the budget process.

IT Infrastructure Line of Business – 2007: $20,000; 2008: $20,000; Program Administration account

The goal of the new IT Infrastructure Line of Business initiative is to improve the effectiveness and efficiency of IT investments.

Detailed information on IT Initiatives

Detailed information regarding the Department's "Major and Significant" IT initiatives may be found at www.ed.gov/exhibit300/.

Integration of Program Performance and Budgeting

The Department does an excellent job in integrating performance results and budget materials. The primary purposes are to invest limited funds in programs that work and to improve program management.

Key goals

- Use performance information in budget materials and decisions.

- Track funding and staffing to ensure the best use of taxpayer funds.

- Document program effectiveness.

Recent accomplishments

- Won the 2006 President's Award for Management Excellence for innovative and exemplary practices under the Integration of Program Performance and Budgeting initiative.

- Received citations as an exemplar for congressional budget justifications in at least 4 appropriation bills and reports. In addition, Congress directed other agencies in appropriations acts and committee reports to use the Department of Education's justifications as a model.

- Submitted to OMB 15 new assessments using the Program Assessment Rating Tool (PART) and 4 reassessments in the spring of 2006.

- Completed PART Reviews on 89 programs through December 2006.

- Submitted to OMB information on which paperwork collections are currently covered by ED*Facts*, the tool through which data collected by the Education Data Exchange Network (EDEN) is accessed.

- Awarded a $2 million contract for technical assistance on evaluations of small programs.

Planned actions

- Continue to streamline and strengthen performance measures.

- Implement a new Strategic Plan for the Department.

- Develop program office plans for the use of State data in ED*Facts*.

- Complete initial analyses of marginal costs for selected programs.

- Implement actions to follow up on PART recommendations, including actions to demonstrate results for programs rated "results not demonstrated."

- Provide leadership to budget process reform as Managing Partner of the Governmentwide Budget Execution and Formulation Line of Business initiative.

Faith-Based and Community Initiative

The Department will leverage the contributions of community- and faith-based organizations to increase the effectiveness of its programs.

Key goals

- Implement outreach efforts to encourage community- and faith-based organizations to apply for funds.

- Remove barriers to the full participation of community- and faith-based organizations.

- Increase technical assistance to novice applicants so that they can successfully administer new grants.

Recent accomplishments

- Held multiple technical assistance workshops with leaders of community- and faith-based organizations to encourage collaboration with the Department.

- Identified programs that can be made more competitive for faith-based organizations.

- Trained State administrators on "equal treatment" regulations that enable faith-based organizations to compete on an equal footing with other organizations for funding by the Department.

Planned actions

- Implement expanded pilot project on supplemental services, and expand use of pilot projects to other programs.

- Execute an outreach and technical assistance plan with increased emphasis on local and State official outreach.

- Work to ensure that established monitoring and compliant procedures are implemented at the State and local level.

SALARIES AND EXPENSES OVERVIEW

Department of Education

Budget Authority by Account
($000s)

ACTIVITY	2006	2007	2008	CHANGE FROM 2007 to 2008
Program Administration:				
Salaries and Expenses	$411,150	$410,556	$429,631	$19,075
Building Modernization	0	0	17,303	17,303
Office for Civil Rights	90,611	90,311	93,771	3,460
Office of the Inspector General	48,510	48,428	53,239	4,811
Subtotal, Departmental Management	550,271	549,295	593,944	44,649
Administrative costs from program accounts:				
Vocational and Adult Education:				
National Institute for Literacy	6,572	6,638	6,638	0
College Housing and Academic Facilities Loans	567	564	481	-83
Historically Black College and University Capital Financing	208	167	188	21
Institute of Education Sciences:				
National Assessment Governing Board	5,037	5,031	6,037	1,006
National Board for Education Sciences	990	1,000	1,000	0
Student Aid Administration	718,800 [1]	718,483	708,216	-10,267
Subtotal, program accounts	732,174	731,883	722,560	-9,323
Total, discretionary funds	682,445	1,281,178	1,316,504	35,326
Total, mandatory funds	600,000	0	0	0
Total, Salaries and Expenses	1,282,445	1,281,178	1,316,504	35,326

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[1] Adjusted for comparability. Includes $600,000 provided in the mandatory Federal Direct Student Loan Program Account.

SALARIES AND EXPENSES OVERVIEW

Budget Authority by Object Classification
($000s)

	Object Class	2006	2007	2008	CHANGE FROM 2007 to 2008
11.10	Full-time permanent	$331,676	$376,092	$392,614	$16,522
11.31	Full-time temporary	31,612	11,531	12,014	483
11.32	Part-time	6,554	2,463	2,558	95
11.33	Consultants	525	324	336	12
11.51	Overtime	2,176	514	529	15
11.52	Awards	7,320	5,625	6,984	1,359
11.80	Other Compensation	0	0	0	0
	Compensation subtotal	379,863	396,549	415,035	18,486
12.00	Benefits	95,476	101,518	106,899	5,381
13.01	Benefits for former personnel	1,095	180	180	0
21.00	Travel	11,453	11,700	12,076	376
22.00	Transportation of things	508	11	11	0
23.10	Rental Payments to GSA	59,569	63,583	65,238	1,655
23.31	Communications	19,345	15,533	16,827	1,294
23.32	Postage/fees	2,197	3,163	3,229	66
	Subtotal 23	81,111	82,279	85,294	3,015
24.00	Printing & Reproduction	10,279	11,152	11,505	353
25.10	Advisory and Assistance Svcs	14,849	9,295	10,351	1,056
25.21	Other Services	47,959	54,174	59,676	5,502
25.22	Training/Tuition/Contracts	5,056	6,214	6,234	20
25.23	Field Readers	0	1	16	15
25.30	Goods/Services from Gov't	37,429	34,167	32,779	(1,388)
25.40	Operations/Maint of Facilities	1	181	201	20
25.50	Research & Development	13	200	0	(200)
25.70	Operations/Maint of Equipment	1,849	1,812	1,773	(39)
25.72	IT Services/Contracts	568,542	551,123	537,884	(13,239)
	Subtotal 25	675,698	657,167	648,914	(8,253)
26.00	Supplies	3,174	2,781	2,769	(12)
31.01	IT Equipment/Software	17,753	12,253	15,663	3,410
31.03	Other Equipment	2,306	2,585	11,015	8,430
	Subtotal 31	20,059	14,838	26,678	11,840
32.00	Building Alterations	3,670	3,003	7,143	4,140
41.01	Grants	0	0	0	0
41.23B	Admin Expense Allowance	0	0	0	0
43.01	Interest and Dividends	59	0	0	0
	Total	1,282,445	1,281,178	1,316,504	35,326
	Total PC&B	476,434	498,247	522,114	23,867
	Total Non-Personnel	806,011	782,931	794,390	11,459

SALARIES AND EXPENSES OVERVIEW

Department of Education

Full-time Equivalent Employment (Staff Years) by Account

ACCOUNT	2006	2007	2008	CHANGE FROM 2007 to 2008
Program Administration	2,120	2,102	2,112	10
Office for Civil Rights	630	629	629	0
Office of the Inspector General	288	279	293	14
Subtotal, Departmental Management	3,038	3,010	3,034	24
FTE funded from program accounts:				
Vocational and Adult Education:				
National Institute for Literacy	13	16	16	0
College Housing and Academic Facilities Loans	4	3	3	0
Historically Black College and University Capital Financing	1	1	1	0
Institute of Education Sciences:				
National Assessment Governing Board	13	14	14	0
Student Aid Administration	1,083 [1]	1,132	1,132	0
Subtotal, program accounts	1,114	1,166	1,166	0
Subtotal, FTE	4,152	4,176	4,200	24
Applachian Regional Commission Programs (Energy and Water Development Appropriations)	1	1	1	0
Total, discretionary authority	3,560	4,177	4,201	24
Total, mandatory authority	593	0	0	(616)
Total, FTE	4,153	4,177	4,201	24

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[1] Adjusted for comparability. Includes 579 FTE in 2006 provided in the Federal Direct Student Loan Program account.

SALARIES AND EXPENSES OVERVIEW

Department of Education

Full-time Equivalent Employment (Staff Years) by Office

OFFICE	2006	2007	2008	CHANGE FROM 2007 to 2008
Postsecondary Education	218	214	214	0
Federal Student Aid	1,010	1,056	1,056	0
Elementary and Secondary Education	200	205	211	6
English Language Acquisition, Language Enhancement, and	40	38	38	0
Academic Achievement for Limited English Proficient Students				0
Special Education and Rehabilitiative Services	263	275	275	0
Vocational and Adult Education	105	93	93	0
Institute of Education Sciences	179	178	181	3
Safe and Drug-Free Schools	50	46	46	0
Innovation and Improvement	86	86	86	0
Secretary	116	121	121	0
Deputy Secretary	11	11	11	0
Under Secretary	2	6	6	0
General Counsel	105	103	103	0
Planning, Evaluation, and Policy Development	115	110	111	1
Communications and Outreach	137	137	137	0
Legislation and Congressional Affairs	23	22	22	0
Management	177	181	181	0
Chief Financial Officer	276	273	273	0
Chief Information Officer	87	75	75	0
Advisory Councils	8	8	8	0
Office of Civil Rights	630	629	629	0
Office of the Inspector General	288	279	293	14
National Institute for Literacy	13	16	16	0
Nataional Assessment Governing Board	13	14	14	0
Subtotal, FTE	4,152	4,176	4,200	24
Appalachian Regional Commission Programs (Energy and Water Development Appropriations)	1	1	1	0
Total, FTE	4,153	4,177	4,201	24

SALARIES AND EXPENSE OVERVIEW
Department of Education

Detail of Full-Time Equivalent Employment

	2006 Actual	2007 Estimate	2008 Request
Executive level I............................	1	1	1
Executive level II...........................	3	3	3
Executive level III..........................	0	1	1
Executive level IV..........................	10	10	10
Executive level V..........................	0	2	2
Subtotal......................................	14	17	17
Total - EX Salary........................	$2,099,175	$2,517,025	$2,560,925
Senior Executive Service................	88	89	89
Subtotal - ES	88	89	89
Total - ES Salaries........................	$12,983,905	$13,465,700	$13,701,550
AL...	0	1	1
AD...	106	106	106
ED/EI...	10	13	13
GS/GM-15......................................	524	523	523
GS/GM-14......................................	847	845	845
GS/GM-13......................................	1,027	1,026	1,026
GS-12...	697	705	709
GS-11...	241	250	253
GS-10...	2	4	4
GS-9..	201	211	216
GS-8..	61	66	68
GS-7..	156	165	170
GS-6..	36	44	45
GS-5..	34	43	46
GS-4..	48	52	52
GS-3..	16	18	20
GS-2..	3	4	4
GS-1..	0	2	2
Subtotal......................................	4,009	4,078	4,103
Total full-time equivalent employment, end of year...........	4,111	4,184	4,209
Full-time equivalent (FTE) usage..	4,153	4,177	4,201
Average ES salary........................	$147,544	$151,300	$153,950
Average GS/GM grade.................	12.0	11.9	11.9
Average GS/GM salary................	$91,145	$95,282	$98,707

SALARIES AND EXPENSES OVERVIEW
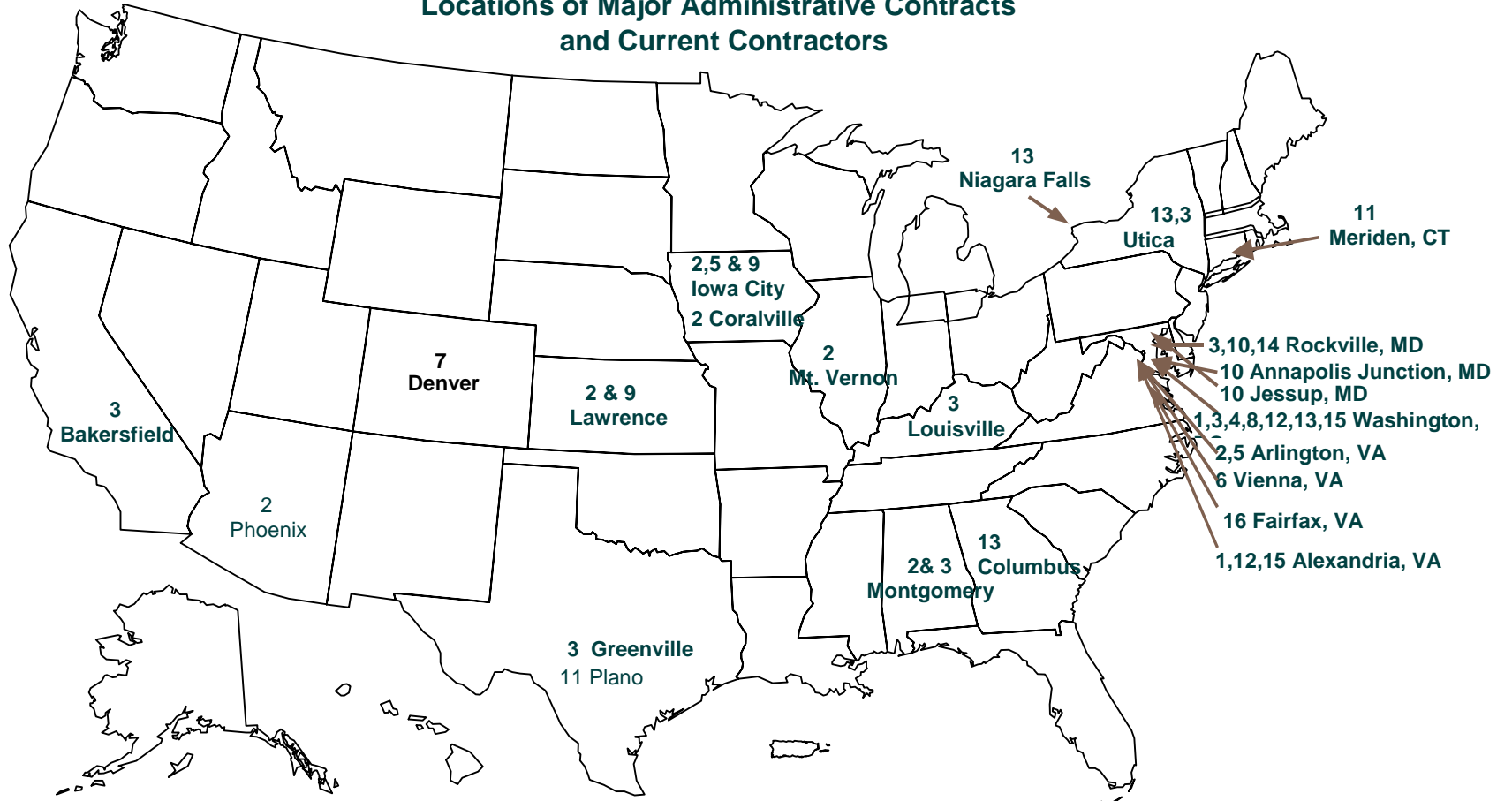
Department of Education Organization Chart

CHIEF OF STAFF

FAITH-BASED AND COMMUNITY CENTERS

INTERNATIONAL AFFAIRS OFFICE

OFFICE OF THE DEPUTY SECRETARY

OFFICE OF SAFE AND DRUG-FREE SCHOOLS

OFFICE OF INNOVATION AND IMPROVEMENT

OFFICE OF SPECIAL EDUCATION AND REHABILITATIVE SERVICES

OFFICE OF ENGLISH LANGUAGE ACQUISITION

OFFICE OF ELEMENTARY AND SECONDARY EDUCATION

WH INITIATIVE ON EDUCATIONAL EXCELLENCE FOR HISPANIC AMERICANS

OFFICE OF MANAGEMENT

OFFICE OF THE CHIEF INFORMATION OFFICER

OFFICE OF THE SECRETARY

OFFICE OF COMMUNICATIONS AND OUTREACH

OFFICE OF THE GENERAL COUNSEL

OFFICE OF INSPECTOR GENERAL

INSTITUTE OF EDUCATION SCIENCES

OFFICE FOR CIVIL RIGHTS

OFFICE OF LEGISLATION & CONGRESSIONAL AFFAIRS

OFFICE OF THE CHIEF FINANCIAL OFFICER

OFFICE OF PLANNING, EVALUATION AND POLICY DEVELOPMENT

SENIOR COUNSELOR

MANAGEMENT IMPROVEMENT TEAM

OFFICE OF THE UNDER SECRETARY

FEDERAL STUDENT AID

OFFICE OF VOCATIONAL AND ADULT EDUCATION

OFFICE OF POSTSECONDARY EDUCATION

WH INITIATIVE ON HISTORICALLY BLACK COLLS & UNIVS STAFF

WH INITIATIVE ON TRIBAL COLLEGES AND UNIVERSITIES STAFF

BUDGET SERVICE

POLICY AND PROGRAM STUDIES SERVICE

OFFICE OF EDUCATIONAL TECHNOLOGY

Department of Education Organization Chart

**Department of Education
Locations of Major Administrative Contracts
and Current Contractors**

13
Niagara Falls

13,3
Utica

11
Meriden, CT

2,5 & 9
Iowa City

2 Coralville

3,10,14 Rockville, MD

10 Annapolis Junction, MD

10 Jessup, MD

2
Mt. Vernon

1,3,4,8,12,13,15 Washington,

7
Denver

2 & 9
Lawrence

3
Louisville

2,5 Arlington, VA

6 Vienna, VA

3
Bakersfield

16 Fairfax, VA

2
Phoenix

1,12,15 Alexandria, VA

13 Columbus

2 & 3
Montgomery

3 Greenville

11 Plano

W-24

1	Financial Management System (FMS)	9	FSA ADvance (Pete)
2	FSA ADvance	10	ED Pubs/Distribution Facility
3	Common Services for Borrowers (CSB)	11	FSA Virtual Data Center
4	OCR EDEN Survey	12	FSA Integrated Leadership Support
5	National Student Loan Data System	13	Common Origination and Disbursement
6	Campus-Based Maintenance and Operations	14	Network Operations
7	Payroll/Personnel Processing Center	15	FSA Data Strategy
8	Education Department Central Automated Processing System (EDCAPS)	16	Integrated Partner Management