

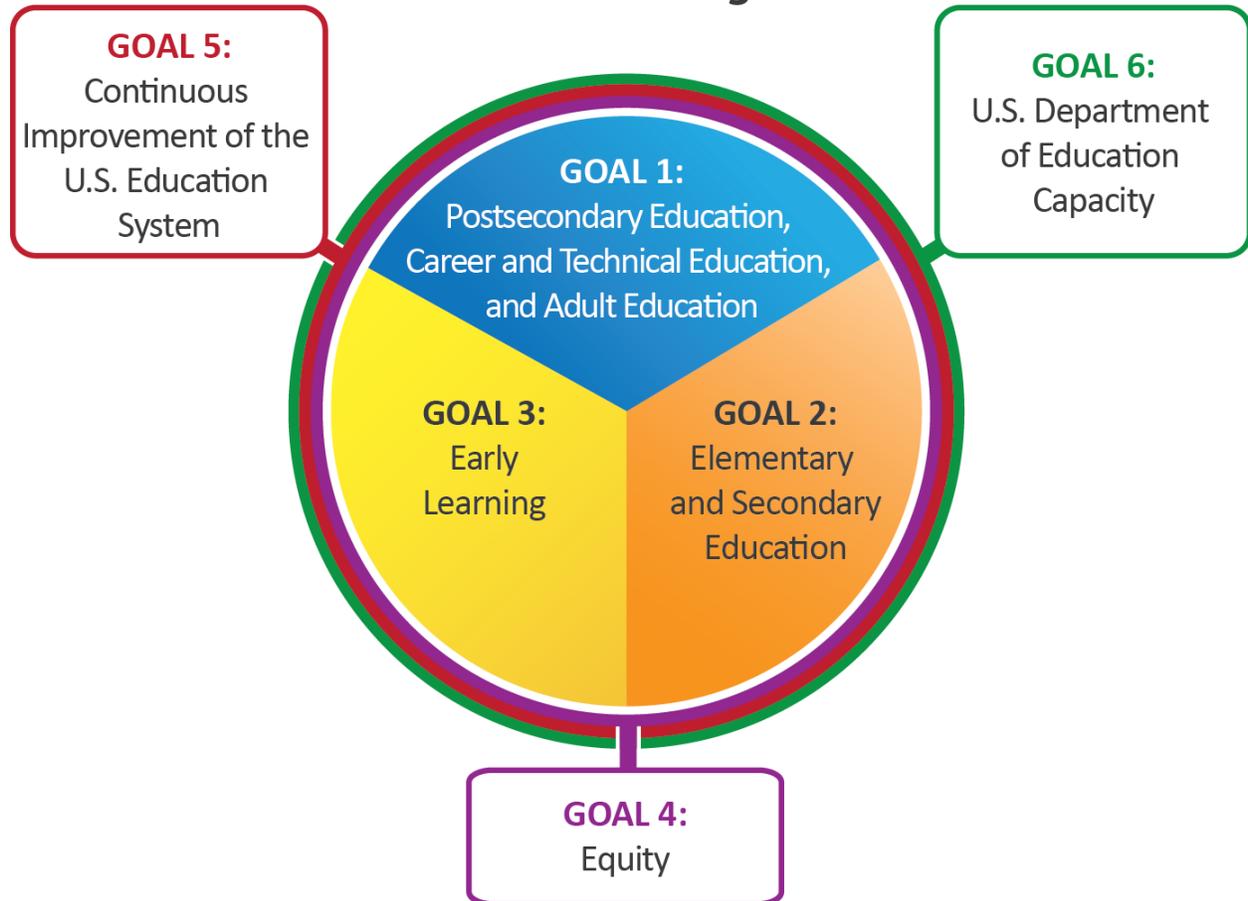
## Performance Results Details

### Performance Management Framework

In accordance with the [Government Performance and Results Act \(GPRA\) Modernization Act of 2010](#), the *Strategic Plan* is the basis for the Department’s performance management framework. The Department uses quarterly performance reviews, targeted strategic initiatives, and outreach to leaders and stakeholders to assess progress and garner engagement toward achieving strategic goals and outcomes.

The performance data presented in this report are based on the goals in the Department’s [FY 2014–18 Strategic Plan](#) (outlined below). The Department welcomes input from Congress, state and local partners, and other education stakeholders on its *Strategic Plan* and Agency Priority Goals (APGs). Questions or comments about the Department’s performance management framework and reporting should be e-mailed to [PIO@ed.gov](mailto:PIO@ed.gov).

### FY 2014–18 Strategic Plan



The *FY 2014–18 Strategic Plan* is comprised of six strategic goals, which serve as the foundation for establishing long-term priorities. Within each goal are strategic objectives that the Department undertakes to realize the goal. For each objective, the Department has established measures to gauge its progress. Additionally, in collaboration with the Office of Management and Budget (OMB), the Department established FY 2016–17 [APGs](#) and reported quarterly updates on these APGs on [performance.gov](#).

The Department monitors progress toward its strategic goals and its APGs using data-driven review and analysis. This focus promotes active management engagement across the Department.

### FY 2014–18 Strategic Plan<sup>1</sup>

AGENCY MISSION		
<p><b>Mission:</b> To promote student achievement and preparation for global competitiveness by fostering educational excellence and ensuring equal access</p>		
FY 2014–18 STRATEGIC PLAN		
Strategic Goals	Strategic Objectives	FY 2016–17 Agency Priority Goals
<p><b>Goal 1: Postsecondary Education, Career and Technical Education, and Adult Education.</b> Increase college access, affordability, quality, and completion by improving postsecondary education and lifelong learning opportunities for youths and adults.</p>	<p><b>Objective 1.1: Access and Affordability.</b> Close the opportunity gap by improving the affordability of and access to college and/or workforce training, especially for underrepresented and/or underprepared populations (e.g., low-income and first-generation students, English learners, individuals with disabilities, adults without high school diplomas, etc.).</p> <p><b>Objective 1.2: Quality.</b> Foster institutional value to ensure that postsecondary education credentials represent effective preparation for students to succeed in the workforce and participate in civic life.</p> <p><b>Objective 1.3: Completion.</b> Increase degree and certificate completion and job placement in high-need and high-skill areas, particularly among underrepresented and/or underprepared populations.</p> <p><b>Objective 1.4: Science, Technology, Engineering, and Mathematics Pathways.</b> Increase STEM pathway opportunities that enable access to and completion of postsecondary programs.</p>	<ul style="list-style-type: none"> <li>• Increase college degree attainment in America</li> <li>• Federal Student Aid Transparency</li> </ul>
<p><b>Goal 2: Elementary and Secondary Education.</b> Improve the elementary and secondary education system's ability to consistently deliver excellent instruction aligned with rigorous academic standards while providing effective support services to close achievement and opportunity gaps, and ensure all students graduate high school college- and career-ready.</p>	<p><b>Objective 2.1: Standards and Assessments.</b> Support implementation of internationally benchmarked college- and career-ready standards, with aligned, valid, and reliable assessments.</p> <p><b>Objective 2.2: Effective Teachers and Strong Leaders.</b> Improve the preparation, recruitment, retention, development, support, evaluation, recognition, and equitable distribution of effective teachers and leaders.</p> <p><b>Objective 2.3: School Climate and Community.</b> Increase the success, safety, and health of students, particularly in high-need schools, and deepen family and community engagement.</p> <p><b>Objective 2.4: Turn Around Schools and Close Achievement Gaps.</b> Accelerate achievement by supporting states and districts in turning around low-performing schools and closing achievement gaps, and developing models of next-generation high schools.</p> <p><b>Objective 2.5: STEM Teaching and Learning.</b> Increase the number and quality of STEM teachers and increase opportunities for students to access rich STEM learning experiences.</p>	<ul style="list-style-type: none"> <li>• Support implementation of college- and career-ready standards and assessments</li> </ul>

<sup>1</sup> This graphic reflects the *Strategic Plan* adopted by the Department in 2014.

FY 2014–18 STRATEGIC PLAN		
Strategic Goals	Strategic Objectives	FY 2016–17 Agency Priority Goals
<p><b>Goal 3: Early Learning.</b> Improve the health, social-emotional, and cognitive outcomes for all children from birth through 3rd grade, so that all children, particularly those with high needs, are on track for graduating from high school college- and career-ready.</p>	<p><b>Objective 3.1: Access to High-Quality Programs and Services.</b> Increase access to high-quality early learning programs and comprehensive services, especially for children with high needs.</p> <p><b>Objective 3.2: Effective Workforce.</b> Improve the quality and effectiveness of the early learning workforce so that early childhood educators have the knowledge, skills, and abilities necessary to improve young children’s health, social-emotional, and cognitive outcomes.</p> <p><b>Objective 3.3: Measuring Progress, Outcomes, and Readiness.</b> Improve the capacity of states and early learning programs to develop and implement comprehensive early learning assessment systems.</p>	<ul style="list-style-type: none"> <li>• Increase enrollment in high-quality state preschool programs</li> </ul>
<p><b>Goal 4: Equity.</b> Increase educational opportunities for underserved students and reduce discrimination so that all students are well-positioned to succeed.</p>	<p><b>Objective 4.1: Equitable Educational Opportunities.</b> Increase all students’ access to educational opportunities with a focus on closing achievement gaps and remove barriers that students face based on their race, ethnicity, or national origin; sex; sexual orientation; gender identity or expression; disability; English language ability; religion; socioeconomic status; or geographical location.</p> <p><b>Objective 4.2: Civil Rights Compliance.</b> Ensure educational institutions’ awareness of and compliance with federal civil rights obligations and enhance the public’s knowledge of their civil rights.</p>	<ul style="list-style-type: none"> <li>• Ensure equitable educational opportunities</li> </ul>
<p><b>Goal 5: Continuous Improvement of the U.S. Education System.</b> Enhance the education system’s ability to continuously improve through better and more widespread use of data, research and evaluation, evidence, transparency, innovation, and technology.</p>	<p><b>Objective 5.1: Data Systems and Transparency.</b> Facilitate the development of interoperable longitudinal data systems for early learning through employment to enable data-driven, transparent decision-making by increasing access to timely, reliable, and high-value data.</p> <p><b>Objective 5.2: Privacy.</b> Provide all education stakeholders, from early childhood to adult learning, with technical assistance and guidance to help them protect student privacy while effectively managing and using student information.</p> <p><b>Objective 5.3: Research, Evaluation, and Use of Evidence.</b> Invest in research and evaluation that builds evidence for education improvement; communicate findings effectively; and drive the use of evidence in decision-making by internal and external stakeholders.</p> <p><b>Objective 5.4: Technology and Innovation.</b> Accelerate the development and broad adoption of new, effective programs, processes, and strategies, including education technology.</p>	<ul style="list-style-type: none"> <li>• Enable evidence-based decision making</li> </ul>
<p><b>Goal 6: U.S. Department of Education Capacity.</b> Improve the organizational capacities of the Department to implement the Strategic Plan.</p>	<p><b>Objective 6.1: Effective Workforce.</b> Continue to build a high-performing, skilled, diverse, and engaged workforce within the Department.</p> <p><b>Objective 6.2: Risk Management.</b> Improve the Department’s program efficacy through comprehensive risk management, and grant and contract monitoring.</p> <p><b>Objective 6.3: Implementation and Support.</b> Build Department capacity and systems to support states’ and other grantees’ implementation of reforms that result in improved outcomes, and keep the public informed of promising practices and new reform initiatives.</p> <p><b>Objective 6.4: Productivity and Performance Management.</b> Improve workforce productivity through information technology enhancements, telework expansion efforts, more effective process performance management systems, and state-of-the-art leadership and knowledge management practices.</p>	

## Cross-Agency Priority (CAP) Goals

[Cross-Agency Priority \(CAP\) Goals](#) are used to accelerate progress on a limited number of priority areas where implementation requires active collaboration between multiple agencies.

The 15 CAP Goals include the following 7 mission-oriented and 8 management-focused goals.

Mission CAP Goals	Management CAP Goals
<ul style="list-style-type: none"> <li>• Cybersecurity</li> <li>• Service Members and Veterans Mental Health</li> <li>• Climate Change (Federal Actions)</li> <li>• Insider Threat and Security Clearance Reform</li> <li>• Job-Creating Investment</li> <li>• Infrastructure Permitting Modernization</li> <li>• STEM Education</li> </ul>	<ul style="list-style-type: none"> <li>• Customer Service</li> <li>• Smarter IT Delivery</li> <li>• Category Management</li> <li>• Shared Services</li> <li>• Benchmark and Improve Mission-Support Operations</li> <li>• Open Data</li> <li>• Lab-To-Market</li> <li>• People and Culture</li> </ul>

The Department contributes to the following four CAP Goals:

**Cybersecurity Goal Statement:** Improve awareness of security practices, vulnerabilities, and threats to the operating environment by limiting access to only authorized users and implementing technologies and processes that reduce the risk from malicious activity.

**Service Members and Veterans Mental Health Goal Statement:** Improve mental health outcomes for Service Members, Veterans, and their Families.

**Science, Technology, Engineering, and Math (STEM) Education Goal Statement:** Improve STEM Education by implementing the Federal STEM Education 5-Year Strategic Plan, announced in May 2013.

**Customer Service Goal Statement:** Deliver world-class customer services to citizens by making it faster and easier for individuals and businesses to complete transactions and have a positive experience with government.

## The Department's Approach to Data Collection and Analysis

In FY 2016, the Department continued to support programs to help the education system by facilitating the development of the infrastructure necessary to collect and disseminate high-value education information for the improvement of student outcomes.

**EDFacts.** The [EDFacts](#) system enables the consolidation of separate school-, district-, and state-level data collections and reduces the reporting burden for states by eliminating redundant data requests.

**Statewide Longitudinal Data Systems.** The [Statewide Longitudinal Data Systems \(SLDS\) grant program](#), as authorized by the *Educational Technical Assistance Act of 2002*, is designed to aid state educational agencies (SEAs) in developing and implementing longitudinal data systems. Most SLDS funds are awarded as state grants, but a portion of the funds are used for activities to improve data quality, coordination, and use. Activities include the Education Data Technical Assistance program and the [Privacy Technical Assistance Center](#).

**Data Strategy Team.** The Department's Data Strategy Team (DST) develops and promotes coordinated and consistent data strategies among the various offices whose responsibilities include data and content management within the Department. The mission of the DST is to coordinate the Department's public-facing data initiatives by building cohesiveness in internal processes and data policies and by improving transparency in matters related to the Department's collection of data.

**Civil Rights Data Collection (CRDC).** The Department collects data on key education and civil rights issues in our nation's public schools for use by the Office for Civil Rights (OCR) in its enforcement and monitoring efforts, by other Department offices, and by policymakers and researchers outside of the Department.

**Enhancing Education Systems and Supports.** The Department strives to leverage its data, evaluation, performance, and financial systems to meet four important aspects of its mission:

- To contribute to the Department's ability to build customer relations by providing timely responses to customer inquiries.
- To empower employees to make informed decisions by increasing their access to data.
- To increase accountability through improved financial management.
- To keep Department employees informed of the project status and ensure that all users receive proper training on the new system.

## Support for the Department's Evaluations

To determine the effectiveness of programs, policies, and strategies for improving education outcomes, funding is directed toward evaluations that will yield valid, reliable, and useful information for the field. For a list of evaluations completed in FY 2016 and of those planned through FY 2018, see appendix D.