THE DEPARTMENT'S APPROACH TO PERFORMANCE

PERFORMANCE MANAGEMENT FRAMEWORK

In accordance with the *GPRA Modernization Act of 2010*, the Department's framework for performance management starts with the four-year *Strategic Plan*, which serves as the foundation for establishing long-term priorities. It also supports the development of performance goals, objectives, and measures by which the Department can gauge achievement of its stated outcomes. In coordination with the *Strategic Plan*, the Department established two-year Agency Priority Goals (APGs). Progress towards the Department's *Strategic Plan* and its APGs are measured using data-driven review and analysis. Additional information is available in the *Annual Performance Report and Annual Performance Plan*.

The *FY 2018–22 Strategic Plan* is comprised of four strategic goals. The Department continues to welcome input from Congress, state and local partners, and other education stakeholders about the *Strategic Plan*. Questions or comments about the *Strategic Plan* should be emailed to **PIO@ed.gov**.

FY 2018–22 Strategic Goals and Strategic Objectives[1]

Strategic Goal 1: Support state and local efforts to improve learning outcomes for all P–12 students in every community.	
Strategic Objective 1.1	Increase high-quality educational options and empower students and parents to choose an education that meets their needs.
Strategic Objective 1.2	Provide all P–12 students with equal access to high-quality educational opportunities.
Strategic Objective 1.3	Prepare all students for successful transitions to college and careers by supporting access to dual enrollment, job skills development and high-quality science, technology, engineering and mathematics (STEM).
Strategic Objective 1.4	Support agencies and institutions in the implementation of evidence-based strategies and practices that build the capacity of school staff and families to support students' academic performance.

Strategic Goal 2: Expand postsecondary educational opportunities, improve outcomes to foster economic opportunity and promote an informed, thoughtful and productive citizenry.	
Strategic Objective 2.1	Support educational institutions, students, parents and communities to increase access and completion of college, lifelong learning and career, technical and adult education.
Strategic Objective 2.2	Support agencies and educational institutions in identifying and using evidence-based strategies or other promising practices to improve educational opportunities and successfully prepare individuals to compete in the global economy.
Strategic Objective 2.3	Support agencies and educational institutions as they create or expand innovative and affordable paths to relevant careers by providing postsecondary credentials or job-ready skills.
Strategic Objective 2.4	Improve quality of service for customers across the entire student aid life cycle.
Strategic Objective 2.5	Enhance students' and parents' ability to repay their federal student loans by providing accurate and timely information, relevant tools and manageable repayment options.

Strategic Goal 3: Strengthen the quality, accessibility and use of education data through better management, increased privacy protections and transparency.	
Strategic Objective 3.1	Improve the Department's data governance, data life cycle management and the capacity to support education data.
Strategic Objective 3.2	Improve privacy protections for, and transparency of, education data both at the Department and in the education community.
Strategic Objective 3.3	Increase access to, and use of, education data to make informed decisions both at the Department and in the education community.

Strategic Goal 4: Reform the effectiveness, efficiency and accountability of the Department.	
Strategic Objective 4.1	Provide regulatory relief to educational institutions and reduce burden by identifying time-consuming regulations, processes and policies and working to improve or eliminate them, while continuing to protect taxpayers from waste and abuse.
Strategic Objective 4.2	Identify, assess, monitor and manage enterprise risks.
Strategic Objective 4.3	Strengthen the Department's cybersecurity by enhancing protections for its information technology infrastructure, systems and data.
Strategic Objective 4.4	Improve the engagement and preparation of the Department's workforce using professional development and accountability measures.

[1] The FY 2018 Statement of Net Cost and related notes have been updated to align with the new *FY 2018–22 Strategic Plan*.

THE DEPARTMENT'S AGENCY PRIORITY GOALS (APGs)

The Department identified four APGs for FY 2018–19. Improving education starts with allowing greater decision-making authority at the state and local levels and empowering parents and students with educational options. These APGs aim to increase educational choice, improve the customer service the Department provides student aid borrowers, ensure protections of student privacy, and reduce red tape. The effective implementation of the Department's APGs will depend, in part, on the effective use of high-quality and timely data, including evaluations and performance measures. Quarterly updates for the APGs are available on **www.Performance.gov**.

APG	Related Strategic Objective
Improve the access to, and the quality and transparency of, school choice options for K–12 students. By September 30, 2019, the Charter School Program (CSP) will support the creation and expansion of 300 new charter schools nationally. The CSP will also support the enrollment of 50,000 students in new charter schools. Additionally, by September 30, 2019, the Department will disseminate eight resources, at least one per quarter, on evidence-based and promising practices related to school choice.	**Strategic Objective 1.1:** Increase high-quality educational options and empower students and parents to choose an education that meets their needs.
Improve borrowers' access to quality customer service. By September 30, 2019, Federal Student Aid will improve customers' access to and availability of quality customer service by decreasing the overall average speed of answer to 60 seconds or less, decreasing abandoned rates to three percent or less and requiring all non-default federal student loan servicers to expand and standardize call center hours.	**Strategic Objective 2.4:** Improve quality of service for customers across the entire student aid life cycle.
Improve student privacy and data security at Institutions of Higher Education (IHEs) through outreach and compliance efforts. By September 30, 2019, the Department will increase information security program outreach activities to IHEs by 40% in order to help protect IT systems and data privacy and commence audits of IHEs subject to A-133 and *Gramm-Leach-Bliley Act* (GLBA), resulting in 36 IHEs (from a baseline of zero) completing an audit of GLBA-related information security safeguards with no significant findings.	**Strategic Objective 3.2:** Improve privacy protections for, and transparency of, education data both at the Department and in the education community.
Provide regulatory relief to education stakeholders. By September 30, 2019, the Department will reduce the regulatory burden on education stakeholders by submitting to OMB no less than 25 deregulatory actions (against a baseline of zero (0) for FYs 2015 and 2016).	**Strategic Objective 4.1:** Provide regulatory relief to educational institutions and reduce burden by identifying time-consuming regulations, processes and policies and working to improve or eliminate them, while continuing to protect taxpayers from waste and abuse.

Goal 1. Support state and local efforts to improve learning outcomes for all P–12 students in every community.

Strategic Goal 1 focuses on outcomes related to the transition from the *No Child Left Behind Act* to implementation of the *Every Student Succeeds Act* (ESSA), which reauthorized the *Elementary and Secondary Education Act* in December 2015. The hallmark of the ESSA is the flexibility it provides for states to do what is best for children while preserving important protections for economically disadvantaged students, children with disabilities, English learners, and other vulnerable students. The law requires that states take steps to ensure all students have access to excellent teachers and positive, safe learning environments that equip them for college and career success.

The Agency Priority Goal associated with Strategic Goal 1 focuses on expanding educational choice options for parents and students. Specifically, the APG aims to improve the access to, and the quality and transparency of, school choice options for K–12 students.

APG for FY 2018–2019: Improve the access to, and the quality and transparency of, school choice options for K–12 students.
By September 30, 2019, the Charter School Program (CSP) will support the creation and expansion of 300 new charter schools nationally. The CSP will also support the enrollment of 50,000 students in new charter schools. Additionally, by September 30, 2019, the Department will disseminate eight resources, at least one per quarter, on evidence-based and promising practices related to school choice.

To achieve this APG, the Department focused on the implementation of its Charter School Program, including conducting new competitions and providing technical assistance to current grantees. Through CSP, the Department supported 134 new charter schools in school year 2017–18. The FY 2018 performance target for new charter schools was set at 150. Of significant note, preliminary data indicate that the total number of students enrolled in CSP-supported schools is over 1.6 million, which exceeds the FY 2018 target of 1,564,854 (Prior Year + 25,000). Additionally, the Department released five evidence-based and promising practice resources related to educational choice. The Department expects to continue to support research in this area through a National Center for Research on Education Access and Choice (REACH). In July 2018, the Department awarded a five-year grant to the REACH Center to complete two central activities: carrying out studies and developing the National Longitudinal School Choice Database (NLSCD). Through a set of 34 studies (quantitative and qualitative), the REACH Center will examine five types of state and district policies regarding school choice to identify how these policies can be structured to improve the education received by disadvantaged students. Additional information on this APG is available on **www.Performance.gov**.

Goal 2. Expand postsecondary educational opportunities, improve outcomes to foster economic opportunity and promote an informed, thoughtful and productive citizenry.

Strategic Goal 2 focuses on expanding the Department's efforts to support innovative and accessible paths to postsecondary credentials and job-ready skills training. In addition to supporting expanded postsecondary opportunities, the Department has a number of initiatives focused on affordability. These initiatives ensure borrowers have the best information available to make postsecondary program selection and associated borrowing decisions. The Department also continues to help students understand their financial aid options and repayment obligations. The Agency Priority Goal associated with Strategic Goal 2 focuses on improving borrowers' access to quality customer service.

APG for FY 2018–2019: Improve borrowers' access to quality customer service.

By September 30, 2019, Federal Student Aid will improve customers' access to and availability of quality customer service by decreasing the overall average speed of answer to 60 seconds or less, decreasing abandoned rates to three percent or less and requiring all non-default federal student loan servicers to expand and standardize call center hours.

Improving access to information and the speed of response will allow customers to have expanded access to the resources they need to manage their federal student loans successfully, which will empower students and help them to reduce the risk of delinquency and default. The office of Federal Student Aid (FSA) plans to have the Next Generation Financial Services Environment (Next Gen FSA) transform the student aid customer experience with the use of industry best-in-class financial services technologies. Due to the rapid development of Next Gen FSA, FSA reevaluated and suspended its plan for the expansion of call center hours across all servicers. Despite this change, FSA continued to communicate with servicers regarding expectations for improvements to average speed to answer (ASA) and average abandon rate (AR) metrics. For FY 2018, the overall average speed to answer was 65.97 seconds (from 76.9 seconds in FY 2017; FY 2018 performance target is less than 70 seconds) and the abandonment rate was 3.9 percent (from 3.8 percent in FY 2017; FY 2018 performance target is less than three percent). FSA delivered the first tangible result of Next Gen FSA that customers will be able to see and touch: a redesigned **fafsa.gov**. The website's pages fit the screen size and shape of any device, including desktop computers, laptop computers and mobile devices, such as smartphones or tablets. The beta mobile application, for the 2017–2018 FAFSA® form, was rolled out in August 2018. On October 1, 2018, FSA launched the fully functional myStudentAid mobile app, featuring the myFAFSA component, which allows individuals to complete and submit the 2019–20 FAFSA® form. FSA's flagship website for professionals, the Financial Aid Toolkit, received 139,168 visits in FY 2018. FSA also leveraged social media, in-person events, and the Information for Financial Aid Professionals (IFAP) website to disseminate news, information, and updates that IHEs need to participate in the Title IV programs successfully. Additional information on this APG is available on **www.Performance.gov**.

The website visits for FinancialAidToolkit.ed.gov (the website for counselors and mentors) has decreased from FY 2017 to FY 2018. In FY 2017, FSA launched the FAFSA on October 1 and required tax data from an earlier tax year than in the past. That year, we conducted a large multichannel marketing effort to ensure our customers knew of the changes. One piece of this effort was to engage our partners and direct them to the Toolkit website for resources. In FY 2018, we did not conduct a marketing campaign around the FAFSA. As a result the visits to the Toolkit website dropped. In FY 2019, we plan to once again conduct a large multichannel marketing effort around the launch of the 2019–20

FAFSA. We anticipate the number of visits to the FinancialAidToolkit.ed.gov will increase in FY 2019.

Goal 3. Strengthen the quality, accessibility and use of education data through better management, increased privacy protections and transparency.

Strategic Goal 3 focuses on strengthening data-driven decision-making in education by focusing on the ways we manage and make available education data, while protecting student privacy. The Department is committed to improving how staff and stakeholders access, use, and share meaningful data on education while protecting privacy. These improvements enable the Department and other stakeholders in the education community to better provide the public with the information necessary to make informed decisions on behalf of their communities, states, and local districts. The Agency Priority Goal associated with Strategic Goal 3 focuses on improving student privacy and data security at IHEs through outreach and compliance efforts. Additional information on this APG is available on **www.Performance.gov**.

APG for FY 2018–2019: Improve student privacy and data security at Institutions of Higher Education (IHEs) through outreach and compliance efforts.

By September 30, 2019, the Department will increase information security program outreach activities to IHEs by 40% in order to help protect IT systems and data privacy and commence audits of IHEs subject to A-133 and the *Gramm-Leach-Bliley Act* (GLBA), resulting in 36 IHEs (from a baseline of zero) completing an audit of GLBA-related information security safeguards with no significant findings.

The Department plans to achieve this APG through collaborative efforts involving training, outreach, monitoring, and reporting. In FY 2018, FSA and the Department's Privacy Technical Assistance Center (PTAC) collaborated to conduct 63 outreach activities targeting data privacy and IT security requirements of IHE. Many of the outreach activities performed were sessions at large conferences (e.g., the sessions at the FSA training conference that PTAC gave with 400+ attendees per session) and 97% of attendees at two PTAC sessions in California and Arkansas agreed or strongly agreed that it was helpful. The Office of Management and Budget did not include the new audit standards for GLBA-related information security safeguards in the audit compliance supplement this year. As such, the

Department cannot yet report on the number of IHEs passing an audit of GLBA-related information security safeguards. Additional information on this APG is available on **www.Performance.gov**.

Goal 4. Reform the effectiveness, efficiency and accountability of the Department.

The Department's organizational capacity relies not only on our human capital but also on other resources, including physical, material, financial, and informational resources. Strategic Goal 4 focuses on improving the Department's processes, such as reviewing regulations, and where appropriate, on repealing, replacing or modifying regulations. The APG associated with Strategic Goal 4 aims to provide regulatory relief to education stakeholders.

APG for FY 2018–2019: Provide regulatory relief to education stakeholders.

By September 30, 2019, the Department will reduce the regulatory burden on education stakeholders by submitting to OMB no less than 25 deregulatory actions (against a baseline of zero (0) for FYs 2015 and 2016).

The Department intends to reduce the regulatory burden on stakeholders through review, rescission, and modification of outdated, burdensome regulations and guidance. The goal will be achieved through a comprehensive review of the Department's regulations and guidance to identify those that are overly burdensome, inconsistent with Administration priorities, unnecessary, outdated, or ineffective. Based on that review, the Department will determine whether such regulations or guidance need to be modified or rescinded and will then take appropriate action consistent with applicable law. For FY 2018, the Department submitted a total of 24 deregulatory actions, including four significant deregulatory actions reflected on reginfo.gov and 20 requests for significance determination of deregulatory actions submitted to OMB via e-mail (FY 2018 performance targets are two and 13, respectively). The Department published two key deregulatory actions: the Significant Disproportionality Delay Rule and the State Authorization Distance Education Delay Rule. These actions provide an estimated $13.1 million in cost savings for the regulated communities over the next two years. This number includes $7.5 million in cost savings for the Significant Disproportionality Delay Rule and $5.6 million for the State Authorization Distance Education Delay Rule.