

THE DEPARTMENT'S APPROACH TO PERFORMANCE

PERFORMANCE MANAGEMENT FRAMEWORK

In accordance with the *GPRRA Modernization Act of 2010*, the Department's framework for performance management starts with the four-year *Strategic Plan*, including its two-year Agency Priority Goals (APGs), which serve as the foundation for establishing and implementing long-term priorities and performance goals, objectives, and measures by which the Department can gauge achievement of its stated outcomes. Progress towards the Department's strategic goals and its APGs is measured using data-driven review and analysis. Additional information on performance management is available in the *Annual Performance Plans and Annual Performance Reports*.

The *FY 2018–22 Strategic Plan* is comprised of four strategic goals and four FY 2018-19 APGs. The *Strategic Plan* aims to align the Administration's yearly budget requests and the Department's legislative agenda, supported by the considerable experience and resources available from its internal staff. 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 Objectives¹

Strategic Goal 1: Support state and local efforts to improve learning outcomes for all prekindergarten–grade 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 prekindergarten - grade 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 2019 Statement of Net Cost and related notes align with the *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 aimed to increase educational choice, improve the customer service the Department provides student aid borrowers, ensure protections of student privacy, and reduce red tape. The Department will identify APGs for FY 2020–21 in the *FY 2021 Annual Performance Plan*. 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. The *Annual Performance Plan* and quarterly updates for the APGs are available on www.Performance.gov/education/education.html.

APG	Related Strategic Objective
Improve the access to, and the quality and transparency of, school choice options for kindergarten - grade 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, the Office of Federal Student Aid (FSA) will advance the adoption of the Next Generation Financial Services Environment, enabling over 1.8 million customers to submit their Free Application for Federal Student Aid through the FSA mobile platform and 30,000 customers to use the mobile platform to check on their loan balances.	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 the Single Audit and <i>Gramm-Leach-Bliley Act</i> (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 FY 2018–19 APG associated with Strategic Goal 1 focused 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 kindergarten–grade 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.

In FY 2019, the Department focused on the implementation of the CSP, including conducting new competitions and providing technical assistance to current grantees. Through CSP, the Department supported seven charter school grant programs through monitoring calls and site visits. In FY 2019, the Department released three evidence-based and promising practices resources related to educational choice. The Department met the target of disseminating eight resources during the FY 2018–19 APG reporting period.

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 FY 2018–19 APG associated with Strategic Goal 2 focused on improving borrowers' access to quality customer service.

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

By September 30, 2019, the Office of Federal Student Aid (FSA) will advance the adoption of the Next Generation Financial Services Environment, enabling over 1.8 million customers to submit their Free Application for Federal Student Aid (FAFSA) through the FSA mobile platform and 30,000 customers to use the mobile platform to check on their loan balances.

In FY 2019, the Department focused on this APG to improve customers' experience throughout the entire student aid life cycle by first modernizing capabilities related to the FAFSA and the servicing and repayment of customer loans. With the Department's transition in FY 2018 to a new paradigm of student loan processing, Next Generation Financial Services Environment (Next Gen FSA), FSA is providing a new experience for borrowers, and FSA customers in general, as they seek to make informed decisions about applying for aid, attending school, and repaying their student loans. From October 2018 – February 2019, FSA made changes to improve the

security, usability, and experience of *myStudentAid* app for customers based on customer feedback to enhance the student and parent experience. Through FY 2019, nearly 66,000 customers used the *myStudentAid* app to check loan balances, resulting in goal achievement for this fiscal year. In addition, the **fafsa.gov** site was redesigned to accommodate the screen size and shape of any device, including desktop or laptop computers and mobile devices such as smartphones or tablets.

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 the Department manages and makes 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 FY 2018–19 APG associated with Strategic Goal 3 focused on improving student privacy and data security at Institutions of Higher Education (IHEs) through outreach and compliance efforts.

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 the Single Audit 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.

In FY 2019, the Department focused on this APG through collaborative efforts involving training, outreach, monitoring, and reporting. New audit standards for GLBA-related information security safeguards were published in the June 2019 2 C.F.R. Part 200 Appendix IX Compliance Supplement and impact the requirement of IHEs to conduct and submit an audited assessment of

data security programs. IHEs subject to the Single Audit have nine months from their fiscal year end to submit the audits to the Department; IHEs will not include the newly required standards in time to meet the Department's FY 2019 APG target. In Quarter 3 through Quarter 4, FSA engaged with 708 IHEs for technical assistance related to cybersecurity. FSA's contact with these institutions consisted of discussing industry best practices, mitigation strategies, guidance for improving processes, and documentation to improve their security postures. FSA and the Department's Privacy and Technical Assistance Center (PTAC) surpassed the FY 2018-19 APG target and collaborated to conduct 103 outreach activities targeting data privacy and IT security requirements of IHEs.

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

Strategic Goal 4 focuses in general on protecting taxpayers from fraud, waste and abuse. This involves improving internal decision-making and reducing regulatory burden on external stakeholders. The FY 2018-19 APG associated with Strategic Goal 4 aimed to provide regulatory relief to education stakeholders.

The Department intends to reduce the regulatory burden on stakeholders through review, rescission, and modification of outdated, burdensome regulations and guidance. The Regulatory Reform Task Force (RRTF), which includes a wide cross section of the Department's senior leaders, was established under Executive Order 13777 to review and reduce regulatory inefficiencies. The 2018 RRTF Report highlights the Department's efforts to reduce regulatory burden through December 2018. In response to RRTF recommendations, several cross-office workgroups were established to focus on the Education Department General Administrative Regulations; a web portal for Departmental guidance documents; and an information collections workgroup to reduce paperwork burden. In 2019, the Department issued final regulations on issues such as Programs and Activities Authorized by the *Adult Education and Family Literacy Act* (Title II of the *Workforce Innovation and Opportunity Act of 2010*) and Program Integrity: Gainful Employment. The latter rule eliminates significant paperwork burden and administrative costs for applicable entities and is estimated to yield \$160 million in annualized cost savings.

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).