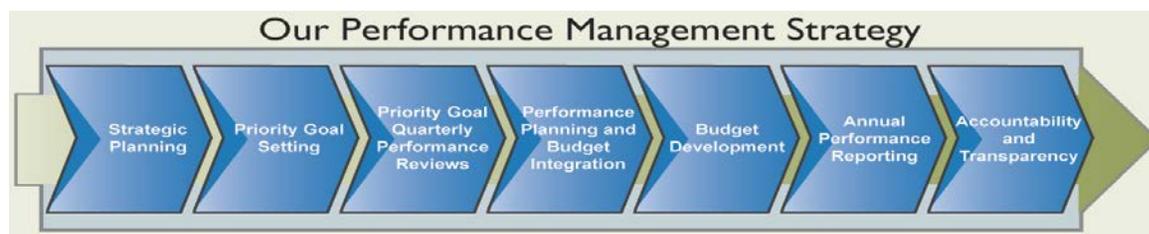


The Department's Approach to Performance Management



Performance Management Framework

From its mission and core values, the Department is developing an *FY 2014–2018 Strategic Plan* by building upon and updating the current [FY 2011–2014 Strategic Plan](#). In accordance with the [GPRA Modernization Act of 2010](#), the Department's framework for performance management starts with the strategic plan, including its priority goals, which serve as the foundation for establishing overall long-term priorities and developing performance goals, objectives, and measures by which the Department can gauge achievement of its stated outcomes. The Department is currently tying its internal management review process, known as the Quarterly Performance Review (QPR), to its Strategic Objectives Annual Review (SOAR) to inform long-term strategy planning, budgeting practices and fiscal management, staff capacity and effectiveness, and transparency around successes and challenges.

As the Department closes out its FY 2011–2014 plan and migrates to the updated FY 2014–2018 plan, the Department's results are mixed—presenting both accomplishments and challenges moving forward. Of the 35 metrics in the FY 2011–2014 plan, 13 have shown significant progress toward established goals, including such important areas as increased state commitments to high-quality outcome metrics for pre-schools; better use of data to evaluate teachers and colleges, and to help students identify their own strengths and remediate areas where they face challenges; as well as some improvements in the number of [science, technology, engineering, and math \(STEM\)](#) degrees being earned. The nation continues to face serious challenges in promoting high standards while at the same time increasing the number of students who successfully complete their formal education and find employment. Progress towards the Department's strategic and priority goals is measured using data-driven review and analysis. This focus promotes active management engagement across the Department, which ensures alignment to the [Department's Annual Performance Plans and Annual Performance Reports](#).

The *Strategic Plan* for FY 2014–2018 is being developed in collaboration with Congress, state and local partners, and other education stakeholders. The *Strategic Plan* is comprised of six foundational strategic goals and seven priority goals (see pages 18–20). The chart below shows the goals, objectives, and priorities established in the Department's current [FY 2011–2014 Strategic Plan](#). The Department's updated Strategic Plan for FY 2014–2018 largely follows the same goals and general strategic objectives as our previous plan, with six strategic goals that will help to align the Administration's yearly budget requests and the Department's legislative agenda. The FY 2014–2018 plan will be published early in 2014.

AGENCY MISSION

Mission: To promote student achievement and preparation for global competitiveness by fostering educational excellence and ensuring equal access.

2011–2014 STRATEGIC PLAN

Strategic Goals

Goal 1: Postsecondary Education, Career and Technical Education, and Adult Education.

Increase college access, quality, and completion by improving higher education and lifelong learning opportunities for youth and adults.

Goal 2: Elementary and Secondary Education.

Prepare all elementary and secondary students for college and career by improving the education system's ability to consistently deliver excellent classroom instruction with rigorous academic standards while providing effective support services.

Strategic Objectives

Objective 1.1: Access. Close the opportunity gap by improving the affordability of and access to college and workforce training, especially for low-income students, first-generation college students, individuals with disabilities, and other chronically underrepresented populations.

Objective 1.2: Quality. Foster institutional quality, accountability, and transparency to ensure that postsecondary education credentials represent effective preparation for students to excel in a global society and a changing economy.

Objective 1.3: Completion. Increase degree and certificate completion and job placement in high-need and high-skilled areas (especially STEM), particularly among underrepresented and economically disadvantaged populations.

Objective 2.1: Standards and Assessments. Support state-led efforts to develop and adopt college- and career-ready, internationally benchmarked standards, with aligned, valid, and reliable assessments.

Objective 2.2: Great Teachers and Great Leaders. Improve the preparation, recruitment, development, support, evaluation, and recognition of effective teachers, principals, and administrators.

Objective 2.3: School Climate and Community. Increase the success, safety, and health of students, particularly in high-need schools and communities.

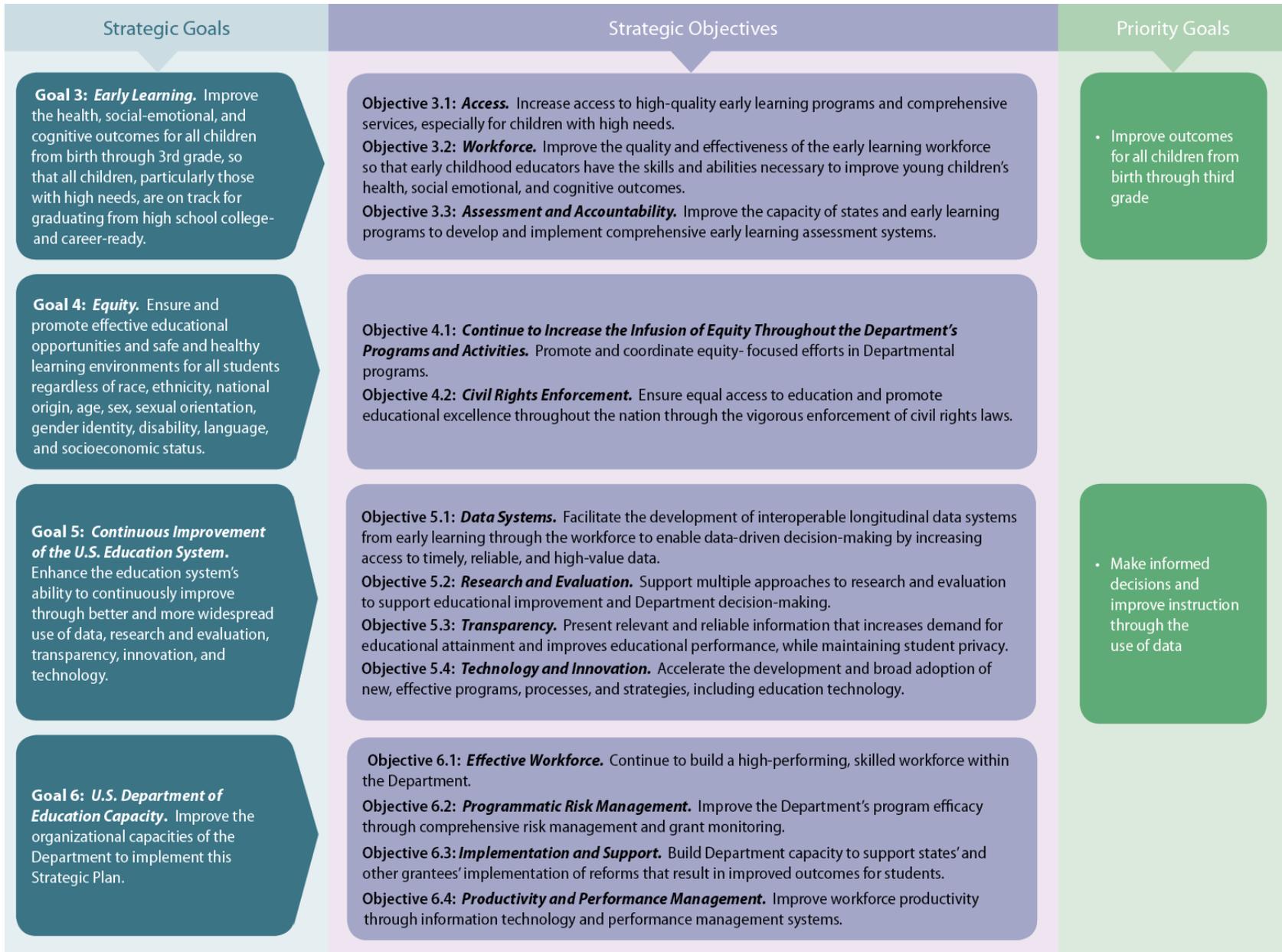
Objective 2.4: Struggling Schools. Support states and districts in turning around the nation's persistently lowest-achieving schools.

Objective 2.5: Science, Technology, Engineering, and Mathematics. Increase access to and excellence in STEM for all students and prepare the next generation for careers in STEM-related fields.

Priority Goals

- Improve students' ability to afford and complete college

- Improve learning by ensuring that more students have an effective teacher
- Demonstrate progress in turning around the nation's lowest-performing schools
- Prepare all students for college and career



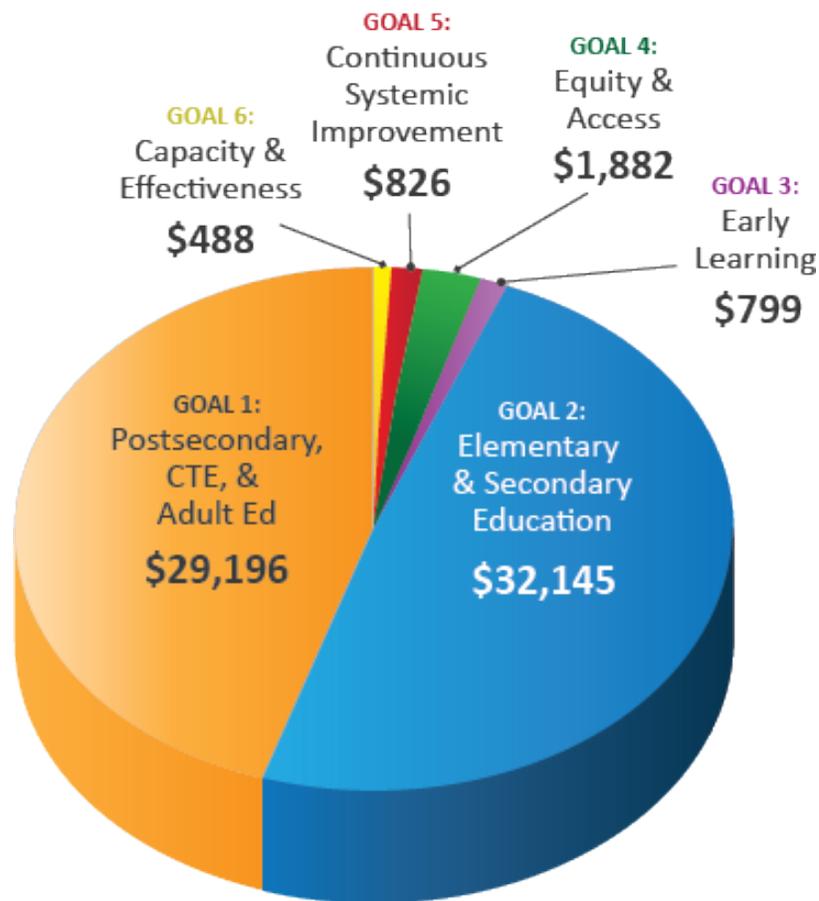
Discretionary Funding by Goal

The Department is the smallest of the 15 cabinet level agencies in terms of government staff, yet it has the third largest grant portfolio among the 26 federal grant-making organizations, with approximately 4,200 employees and \$65 billion in discretionary appropriations. Its grant making overall represents 26.3 percent of the Department's \$311.7 billion in gross outlays for FY 2013, divided between discretionary and formula grants.

More than 90 percent of the discretionary appropriations are divided among programs and accounts that support state and local education efforts under goals 1, 2, and 3 of the Department's Strategic Plan. In addition, significant amounts are appropriated for federal support in the areas of equity and access, as well as continuous systemic improvement under goals 4 and 5 of the Strategic Plan. Appropriations allocated to goal 6 include management efforts to improve and streamline services offered by the Department and its employees.

For greater detail on the programs and accounts under each goal and other details on performance metrics, see the [Annual Performance Report for FY 2012](#). The [Annual Performance Report for FY 2013](#) will be published in February 2014.

FY 2013 Discretionary Funding by Strategic Goal



Notes: Dollars in millions.
Includes only discretionary funding.