

KDE Mission-Driven Plan on a Page

Vision: Each and every student empowered and equipped to pursue a successful future.

Mission: Partner with districts, schools, families, students, business and industry and communities to provide leadership and support to ensure success for each and every student.

Values: Equity, Achievement, Collaboration, and Integrity

Strategic priorities and the results associated with each priority make the vision and mission actionable. KDE's strategic priorities and their expected results are:

1. Student Success: Students demonstrate improved performance on multiple measures
2. Strategic Partnerships: Key stakeholders work collaboratively to improve outcomes for students and the community
3. Operational Excellence: KDE processes maintain excellence, ensure quality and strive for continued improvement

KDE has nine strategic objectives that fall into four perspectives. The perspectives are agency capacity, internal processes, resource effectiveness and customer/stakeholder. The work done to improve agency capacity drives the work to improve internal processes, internal processes lead to improved resource effectiveness, and resource effectiveness drives improved outcomes in the customer/stakeholder perspective. Each strategic objective in the four perspectives drives the next, creating a value chain.

The strategic objectives in the agency capacity perspective are:

- Maintain effective leadership
- Cultivate quality of skills and expertise

The measures and targets for the agency capacity perspective are:

- Improve leadership effectiveness from 78.9% to 75% by December 2019
- Maintain commissioner's performance rating of 80% or higher
- Improve quality of skills and expertise from 90.1% to 90% by December 2019

(Please note: Annual targets are calculated based on five year goals. If we hit our one year target, the five year trajectory does not change, so it may appear that our one year target is to decrease, but the overall goal is to improve every year. This affects several targets.)

The initiative for the agency capacity perspective is staff development.

The strategic objectives in the internal process perspective are:

- Improve internal/external communication
- Promote systematic operations

The measures and targets for the internal process perspective are:

- Improve external communication from 51.4% to 50% by December 2019
- Improve internal communication from 79.8% to 75% by December 2019
- Increase agency maturity level from 3.1 to 2.8 by December 2019 (5 point scale)

The initiatives for the internal process perspective are:

- Strategic Management Maturity Model
- Agency communication plan
- New School Report Card

The strategic objectives in the resource effectiveness perspective are:

- Effective use of partnerships
- Improve support services
- Effective use of resources

The measures and targets for the resource effectiveness perspective are:

- Increase agency maturity level from 3.1 to 2.8 by December 2019 (5 point scale)
- Improve overall customer satisfaction from 51% to 50% by December 2019
- Maintain partnership satisfaction of 90% or higher
- Baseline partnership engagement in July 2019

The initiatives for the resource effectiveness perspective are:

- Partnership engagement process
- Strategic Management Maturity Model

The strategic objectives in the customer/stakeholder perspective are:

- Improve district and school operations
- Improve student outcomes

The measures and targets for in the customer/stakeholder perspective are:

- Increase K PREP proficiency rates for all students. Grade 3 reading will increase from 52.3% to 59.2%. Grade 3 math will increase from 47.3% to 54.7%. Grade 5 reading will increase from 57.8% to 60.6%. Grade 5 math will increase from 50.6% to 52.6%. The grade 8 reading target was met in 2018, and the target is 60.5%. Grade 8 math will increase from 46.1% to 52.6%. Results will be reported in December of 2019.
- Decrease gap between non-FRPL and FRPL students. Grade 3 reading gap will decrease from 24.6% to 23.0%. Grade 3 math gap will decrease from 26.0% to 22.9%. The grade 5 reading gap target was met and the target is 23.9%. Grade 5 math gap will decrease from 26.3% to 24.7%. The grade 8 reading gap target was met and the target is 24.8%. Grade 8 math gap will decrease from 28.2% to 25.4%. Results will be reported in December of 2019.
- High School transition ready rate will baseline in the fall of 2019.
- Decrease findings in annual district financial audits by 2%, from 2,091 to 2,095 by June 2020.

The initiatives for the customer and stakeholder perspective are:

- Early Literacy/Early Numeracy
- School and District Improvement
- Standards Revision

- Career Pathways
- District Financial Competency