### MISSION

The mission of the Maryland State Department of Education is ensuring Maryland residents have access to efficient systems of public education and rehabilitation services. The Maryland State Department of Education provides leadership, support, and accountability for effective systems of public education and rehabilitation services with a focus on excellence, equity, and efficiency.

### VISION

The Maryland State Department of Education will ensure all students have access to a world class educational system that prepares them to graduate ready for post-secondary learning, rewarding work and success in society and life.

### **KEY GOALS, OBJECTIVES, AND PERFORMANCE MEASURES**

#### Goal 1. Achievement will improve for each student.

**Obj. 1.1** The percentage of students that have met or exceeded expectations in English/Language Arts and Mathematics on State Assessments will be increased from baseline data established by the 2014-15 administration of the new (Partnership for Assessment of Readiness for College and Careers) PARCC assessments.

| Performance Measures                        | 2014 Act.                        | 2015 Act.   | 2016 Act. | 2017 Act. | 2018 Act. | 2019 Est. | 2020 Est. |
|---------------------------------------------|----------------------------------|-------------|-----------|-----------|-----------|-----------|-----------|
| English/Language Arts - Level 4 (Met Expe   | ectations) or Level 5 (Exceeds 1 | Expectation | s)        |           |           |           |           |
| Grade 3                                     | N/A                              | 38.1%       | 37.5%     | 39.8%     | 38.9%     | 41.1%     | N/A       |
| Grade 4                                     | N/A                              | 40.1%       | 40.3%     | 41.9%     | 43.1%     | 45.3%     | N/A       |
| Grade 5                                     | N/A                              | 40.1%       | 39.4%     | 41.4%     | 42.2%     | 44.4%     | N/A       |
| Grade 6                                     | N/A                              | 36.2%       | 37.0%     | 38.4%     | 38.7%     | 40.9%     | N/A       |
| Grade 7                                     | N/A                              | 38.7%       | 39.4%     | 43.0%     | 45.6%     | 47.8%     | N/A       |
| Grade 8                                     | N/A                              | 40.4%       | 38.6%     | 38.9%     | 41.3%     | 43.5%     | N/A       |
| Grade 10                                    | N/A                              | 39.7%       | 44.4%     | 49.3%     | 42.4%     | 44.6%     | N/A       |
| Mathematics - Level 4 (Met Expectations) of | r Level 5 (Exceeds Expectation   | ns)         |           |           |           |           |           |
| Grade 3                                     | N/A                              | 36.4%       | 44.0%     | 43.0%     | 42.2%     | 44.4%     | N/A       |
| Grade 4                                     | N/A                              | 30.6%       | 37.0%     | 37.5%     | 38.8%     | 41.0%     | N/A       |
| Grade 5                                     | N/A                              | 29.9%       | 36.5%     | 35.5%     | 38.0%     | 40.2%     | N/A       |
| Grade 6                                     | N/A                              | 29.5%       | 32.6%     | 32.2%     | 31.8%     | 34.0%     | N/A       |
| Grade 7                                     | N/A                              | 21.3%       | 24.2%     | 25.4%     | 28.6%     | 30.8%     | N/A       |
| Grade 8                                     | N/A                              | 23.2%       | 21.9%     | 16.8%     | 15.9%     | 18.1%     | N/A       |
| Algebra I                                   | N/A                              | 31.2%       | 35.6%     | 36.5%     | 31.1%     | 33.3%     | N/A       |
| Algebra II                                  | N/A                              | 20.2%       | 26.8%     | 27.3%     | 28.2%     | 30.4%     | N/A       |

| Performance Measures                                  | 2014 Act. | 2015 Act. | 2016 Act. | 2017 Act. | 2018 Act. | 2019 Est. | 2020 Est. |
|-------------------------------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| SAT Reasoning Test – Public school participants       | 41,620    | 41,221    | 40,286    | 35,375    | 40,639    | 41,000    | 41,000    |
| Advanced Placement (AP) – Public school participants  | 58,421    | 57,314    | 57,839    | 59,322    | 58,537    | 59,000    | 60,000    |
| AP – Number of exams                                  | 110,397   | 109,085   | 109,487   | 111,715   | 110,147   | 110,800   | 112,000   |
| AP Exams – Receiving grade 3, 4 or 5                  | 67,287    | 66,544    | 67,870    | 70,368    | 72,090    | 72,860    | 74,200    |
| Graduates meeting USM Entrance Requirements           | 60%       | 59%       | 54%       | 52%       | N/A       | N/A       | N/A       |
| Dual Completion – Career and Technology Education/USM | 7,225     | 7,509     | 7,703     | 7,783     | N/A       | N/A       | N/A       |

Obj. 1.2 The participation and performance of all high school student subgroups in challenging instructional programs will increase each year.

Obj. 1.3 The percentage of children entering kindergarten ready to learn will increase annually from the new baseline established in 2014-15 of 47 percent.

| Performance Measures                                                   | 2014 Act. | 2015 Act. | 2016 Act. | 2017 Act. | 2018 Act. | 2019 Est. | 2020 Est. |
|------------------------------------------------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Enrollment in: Prekindergarten                                         | 29,811    | 30,385    | 31,868    | 32,088    | 30,422    | N/A       | N/A       |
| Kindergarten                                                           | 67,548    | 66,200    | 64,930    | 64,472    | 64,045    | N/A       | N/A       |
| Maryland Infants and Toddlers Program                                  | 16,547    | 17,105    | 17,503    | 17,697    | 18,251    | 18,882    | 19,446    |
| Preschool Special Education                                            | 13,136    | 13,105    | 13,473    | 13,885    | 14,304    | 14,735    | 15,166    |
| Head Start                                                             | 12,747    | 10,550    | 10,005    | 8,891     | 10,389    | 9,491     | 9,491     |
| Number of Judith P. Hoyer Enhancement Centers (Judy Centers)           | 26        | 35        | 52        | 51        | 56        | 54        | 54        |
| Capacity of child care providers                                       | 218,632   | 220,256   | 219,047   | 215,532   | 214,389   | 217,571   | 217,571   |
| Number of children served by Child Care Subsidy (POC) Program          | 18,547    | 17,946    | 15,194    | 13,945    | 14,000    | 15,161    | 16,864    |
| Percentage of regulated providers enrolling children eligible for      |           |           |           |           |           |           |           |
| child care subsidy                                                     | 30.1%     | 29.9%     | 26.7%     | 24.7%     | 28.5%     | 25.5%     | 24.9%     |
| Percentage of children entering Kindergarten demonstrating             |           |           |           |           |           |           |           |
| readiness                                                              | 83.0%     | 46.8%     | 45.2%     | 42.7%     | 45.0%     | 47.0%     | 49.0%     |
| Special Education                                                      | 56.0%     | 19.8%     | 18.9%     | 18.9%     | 17.3%     | 180.0%    | 18.6%     |
| ELL (English Language Learners)                                        | 72.0%     | 20.2%     | 20.9%     | 20.2%     | 16.9%     | 17.5%     | 18.1%     |
| FARMS (Free and Reduced-Price Meals)                                   | 77.0%     | 35.7%     | 33.2%     | 32.6%     | 30.9%     | 31.5%     | 32.1%     |
| Percentage of income-eligible families receiving child care            |           |           |           |           |           |           |           |
| subsidies                                                              | 18.1%     | 16.0%     | 13.3%     | 12.6%     | 13.4%     | 15.4%     | 17.4%     |
| Percent of child care providers participating in the credentialing     |           |           |           |           |           |           |           |
| program                                                                | 23.0%     | 18.0%     | 16.9%     | 19.6%     | 23.6%     | 26.0%     | 28.6%     |
| Percentage of child care facilities in compliance with critical health |           |           |           |           |           |           |           |
| and safety standards                                                   | 95.3%     | 98.0%     | 93.8%     | 93.8%     | 92.9%     | 93.3%     | 93.1%     |
| Number of early childhood programs participating in MD                 |           |           |           |           |           |           |           |
| EXCELS                                                                 | 2,867     | 5,249     | 4,591     | 4,457     | 4,505     | 4,570     | 4,640     |
| Number of early childhood programs published in MD EXCELS              | 748       | 2,144     | 3,512     | 3,963     | 4,116     | 4,225     | 4,350     |

**Obj. 1.4** The number of students in the Juvenile Services Education Program earning a Maryland high school diploma (HSD) will increase annually by 5 percent or more, and the percentage of students demonstrating academic gains in both reading and mathematics will be 60 percent or more.

| Performance Measures                                           | 2014 Act. | 2015 Act. | 2016 Act. | 2017 Act. | 2018 Act. | 2019 Est. | 2020 Est. |
|----------------------------------------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| July 1 enrollment                                              | 576       | 487       | 413       | 462       | 394       | 400       | 370       |
| Total students served per year                                 | 5,482     | 4,736     | 4,348     | 4,032     | 3,662     | 3,250     | 2,957     |
| Number of students earning a Maryland HSD                      | 47        | 53        | 59        | 78        | 79        | 78        | 80        |
| Number of students completing a Career Technology Education    |           |           |           |           |           |           |           |
| (CTE) module                                                   | 1,554     | 2,169     | 1,510     | 1,686     | 1,248     | 1,770     | 1,800     |
| Percent of students demonstrating academic gains - Reading     | 53.7%     | 53.7%     | 57.0%     | 58.7%     | 60.0%     | N/A       | N/A       |
| Percent of students demonstrating academic gains - Math        | 60.1%     | 64.7%     | 68.2%     | 64.4%     | 60.0%     | N/A       | N/A       |
| Teacher vacancy rate                                           | N/A       | N/A       | N/A       | 18.5%     | 17.0%     | 17.0%     | 17.0%     |
| Average length of teacher tenure (years)                       | N/A       | N/A       | N/A       | 6         | 4         | 4         | 4         |
| Number of students enrolled in post-secondary education        |           |           |           |           |           |           |           |
| opportunities                                                  | N/A       | N/A       | N/A       | 19        | 26        | 28        | 29        |
| Number of students enrolled in CTE classes                     | N/A       | N/A       | N/A       | 3,817     | 2,742     | 2,495     | 2,270     |
| Number of classroom hours cancelled due to unavailability of a |           |           |           |           |           |           |           |
| teacher or substitute                                          | N/A       | N/A       | N/A       | 3,339     | 2,057     | 2,050     | 2,050     |

Obj. 1.5 The four-year cohort graduation rate will increase by .73 percentage points per year until it reaches the target of 88.49 percent by AY 2020.

Obj. 1.6 Maryland will continue to serve approximately 21,000 students in 50 public charter schools.

| Performance Measures                                  | 2014 Act. | 2015 Act. | 2016 Act. | 2017 Act. | 2018 Act. | 2019 Est. | 2020 Est. |
|-------------------------------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Percent of high school dropouts (Cohort Rate)         | 8.35%     | 8.08%     | 7.97%     | 8.21%     | N/A       | N/A       | N/A       |
| Four-Year High School graduation rate (Cohort Rate)   | 86.39%    | 86.98%    | 87.61%    | 87.67%    | N/A       | N/A       | N/A       |
| Five-Year High School graduation rate (Cohort Rate)   | 88.70%    | 89.11%    | 89.47%    | N/A       | N/A       | N/A       | N/A       |
| Number of public charter schools operating            | 47        | 47        | 49        | 49        | 50        | 50        | 52        |
| Number of students enrolled in public charter schools | 17,829    | 19,337    | 20,988    | 21,900    | 23,723    | 24,000    | 24,300    |

### Goal 2. All educators will have the skills to improve student achievement.

**Obj. 2.1** The percentage of inexperienced/Year One teachers teaching in high poverty schools will decrease by 0.5 percent annually.

| Performance Measures                                            | 2014 Act. | 2015 Act. | 2016 Act. | 2017 Act. | 2018 Act. | 2019 Est. | 2020 Est. |
|-----------------------------------------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Number of inexperienced/Year One teachers teaching in the State | N/A       | 4,049     | 3,430     | 3,586     | 3,444     | 3,400     | 3,400     |
| Percentage of inexperienced/Year One teachers teaching in       |           |           |           |           |           |           |           |
| elementary schools in the high poverty quartile                 | N/A       | 9.2%      | 8.2%      | 7.7%      | 7.3%      | 7.1%      | 6.9%      |
| Percentage of inexperienced/Year One teachers teaching in       |           |           |           |           |           |           |           |
| elementary schools in the low poverty quartile                  | N/A       | 5.4%      | 4.3%      | 4.7%      | 4.9%      | 5.1%      | 5.3%      |
| Percentage of inexperienced/Year One teachers teaching in       |           |           |           |           |           |           |           |
| secondary schools in the high poverty quartile                  | N/A       | 8.6%      | 7.2%      | 7.2%      | 6.9%      | 6.7%      | 6.5%      |
| Percentage of inexperienced/Year One teachers teaching in       |           |           |           |           |           |           |           |
| secondary schools in the low poverty quartile                   | N/A       | 4.5%      | 3.5%      | 3.9%      | 3.1%      | 3.3%      | 3.5%      |
| Number of teachers with National Board for Professional         |           |           |           |           |           |           |           |
| Teaching Standards Certification                                | 2,570     | 2,728     | 2,785     | 2,818     | 3,056     | 3,178     | 3,300     |

Obj. 2.2 The percentage of the State's teachers rated as effective or highly effective will increase.

| Performance Measures                           | 2014 Act. | 2015 Act. | 2016 Act. | 2017 Act. | 2018 Act. | 2019 Est. | 2020 Est. |
|------------------------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Percent of teachers evaluated Highly Effective | 40.8%     | 35.9%     | 37.0%     | 39.2%     | 38.5%     | 38.7%     | 38.9%     |
| Percent of teachers evaluated Effective        | 56.4%     | 61.9%     | 60.6%     | 58.3%     | 59.2%     | 59.1%     | 59.0%     |
| Percent of teachers evaluated Ineffective      | 2.8%      | 2.2%      | 2.4%      | 2.5%      | 2.3%      | 2.2%      | 2.1%      |

Goal 3. The employment, economic self-sufficiency, and independent living of people with disabilities will be promoted through Division of Rehabilitation Services (DORS) vocational rehabilitation and disability determination programs.

Obj. 3.1 By June 30, 2020, DORS will help 2,000 people with disabilities obtain competitive integrated employment.

| Performance Measures                                     | 2014 Act. | 2015 Act. | 2016 Act. | 2017 Act. | 2018 Act. | 2019 Est. | 2020 Est. |
|----------------------------------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Number of eligibility decisions                          | 7,485     | 6,901     | 7,262     | 7,673     | 8,571     | 9,000     | 9,500     |
| Number who achieve an employment outcome                 | 2,545     | 2,559     | 2,565     | 1,853     | 1,365     | 1,500     | 1,700     |
| Percentage who are employed during the 2nd quarter after |           |           |           |           |           |           |           |
| program exit                                             | N/A       | N/A       | N/A       | N/A       | 41%       | 45%       | 50%       |

- Goal 4. The self-sufficiency of people with disabilities will be maximized through DORS' disability determination program.
  - **Obj. 4.1** By June 30, 2020, the Maryland Disability Determination Services (DDS) will adjudicate annually 71,500 claims for Social Security Disability Insurance (SSDI/Title II) and Supplemental Security Income (SSI/Title XVI).

| Performance Measures                  | 2014 Act. | 2015 Act. | 2016 Act. | 2017 Act. | 2018 Act. | 2019 Est. | 2020 Est. |
|---------------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Claims cleared accurately             | 75,434    | 76,734    | 70,374    | 72,611    | 67,873    | 69,000    | 71,000    |
| Title II mean processing time (days)  | 86.8      | 91.4      | 97.8      | 91.0      | 95.0      | 92.0      | 92.0      |
| Title XVI mean processing time (days) | 92.0      | 95.1      | 102.3     | 93.6      | 98.6      | 94.0      | 94.0      |
| Net accuracy rate                     | 97.7%     | 96.0%     | 97.4%     | 96.2%     | 96.0%     | 97.0%     | 97.0%     |

Goal 5. External and internal customers will be provided with service that is: friendly and courteous; timely and responsive; accurate and consistent; accessible and convenient; truthful and transparent.

Obj. 5.1 At least 80 percent of respondents will indicate they are satisfied with the customer service received by MSDE employees.

| Performance Measures                                                  | 2014 Act. | 2015 Act. | 2016 Act. | 2017 Act. | 2018 Act. | 2019 Est. | 2020 Est. |
|-----------------------------------------------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Percentage of Customer Service survey respondents who indicate        |           |           |           |           |           |           |           |
| that, overall, they are very satisfied, somewhat satisfied or neutral | N/A       | N/A       | N/A       | 89.7%     | 87.7%     | 88.7%     | 89.7%     |

### NOTES

<sup>1</sup> A new Kindergarten Readiness Assessment (KRA) was administered statewide beginning in the 2014-15 school year. The new assessment is based on more rigorous standards than the previous Maryland Model for School Readiness (MMSR) assessment, so outcomes are not comparable to prior years.