

How to Define Mission Key Results (MKRs)



Step	Guidance/ Notes
Brainstorm possible KRs	<ul style="list-style-type: none"> ● For each of the mission-level aspirations, brainstorm possible key results for them by asking yourself or your stakeholders: <ul style="list-style-type: none"> ○ What would these conditions look like if we could see them? ○ How can we measure these conditions? ○ Which of Louisiana's six "Critical Goals" (listed below) are relevant to this aspiration (you should try to adopt at least three of them): <ul style="list-style-type: none"> ■ Students enter kindergarten ready; ■ Students will achieve mastery level on 3rd grade assessments and enter 4th grade prepared for grade-level content; ■ Students will achieve mastery level on 8th grade assessments and enter 9th grade prepared for grade-level content; ■ Students will graduate on time; ■ Graduates will graduate with a college and/or career credential; and ■ Graduate eligible for a TOPS award. ● Recall that KRs are intended to quantify each of your aspirations, so they will most often be expressed by descriptive statistics (e.g., average student performance on a standardized test), the proportion of students meeting some criterion (e.g., the percentage of students graduating on-time), or a rate of change.
Prioritize KRs	<ul style="list-style-type: none"> ● For each possible KR, assess its quality by assigning a High, Medium, or Low rating in each of three areas: <ul style="list-style-type: none"> ○ Clarity (i.e., the extent to which the KR is broadly familiar and understandable to the diverse constituents your system serves); ○ Validity (i.e., the extent to which the KR meaningfully assesses the outcome; for example, ACT scores are a more valid KR of college preparedness than high school graduation rates); and ○ Readiness (i.e., the extent to which reliable data are available on a timely basis) ● Use your ratings to adopt fewer than eight MKRs <ul style="list-style-type: none"> ○ KRs you've identified with high clarity, validity, and readiness should be adopted. If you have multiple KRs for one aspiration that all pass this test, poll your stakeholders on which <u>one</u> they feel communicates most clearly and accurately. ○ KRs with high clarity and validity, but low readiness, may still be important. Your system should consider how it will collect data related to these KRs in the future.

Acknowledgements

Inspiration for parts of this "How to" was provided by Mark Friedman's "Trying Hard is Not Good Enough" (2005). We recommend this text for anyone interested in learning more about results-based accountability in the public sector.