



TENNESSEE
STATE BOARD OF EDUCATION

Strategic Planning Committee

July 22, 2025

Agenda

Welcome and Introductions

Committee Chair

Statement of Necessity

Ryan Shanahan, Associate General Counsel, State Board

Where We Are: The State Board's Current Master Plan

Breanna Sommers, Director of Policy & Academics, State Board

Where We Are Going: Stakeholder Survey

Ali Reid, Director of Engagement & Accountability, State Board

Next Steps and Adjournment

Committee Chair



Where We Are: Our Current Master Plan

BREANNA SOMMERS, DIRECTOR OF POLICY & ACADEMICS



The State Board's Master Plan

- The State Board's mission is to **ensure rules, policies, and systems are in place** so that all students are prepared for success after graduation.
- T.C.A. § 49-1-302 charges the State Board with:
 - **Developing and maintaining a master plan** for public education
 - Providing **recommendations** regarding the use of **public funds** for education
- **Master Plan supports stakeholders to examine if rules and policies are positioning school districts** to prepare Tennessee students for workforce, post-secondary success, and engaged citizenship



The State Board's Master Plan

- The Master Plan outlines the Board's **strategic focus areas over a three-year period**.
- Each strategic focus area has **goals to strive for and action steps the Board can and will take** to work towards each goal.
- The Board approves its **annual Master Plan progress report** each winter to update progress on goals and action steps.
- **Board meeting items** and more are aligned to a strategic focus area within the Master Plan.



Strategic Focus on Literacy

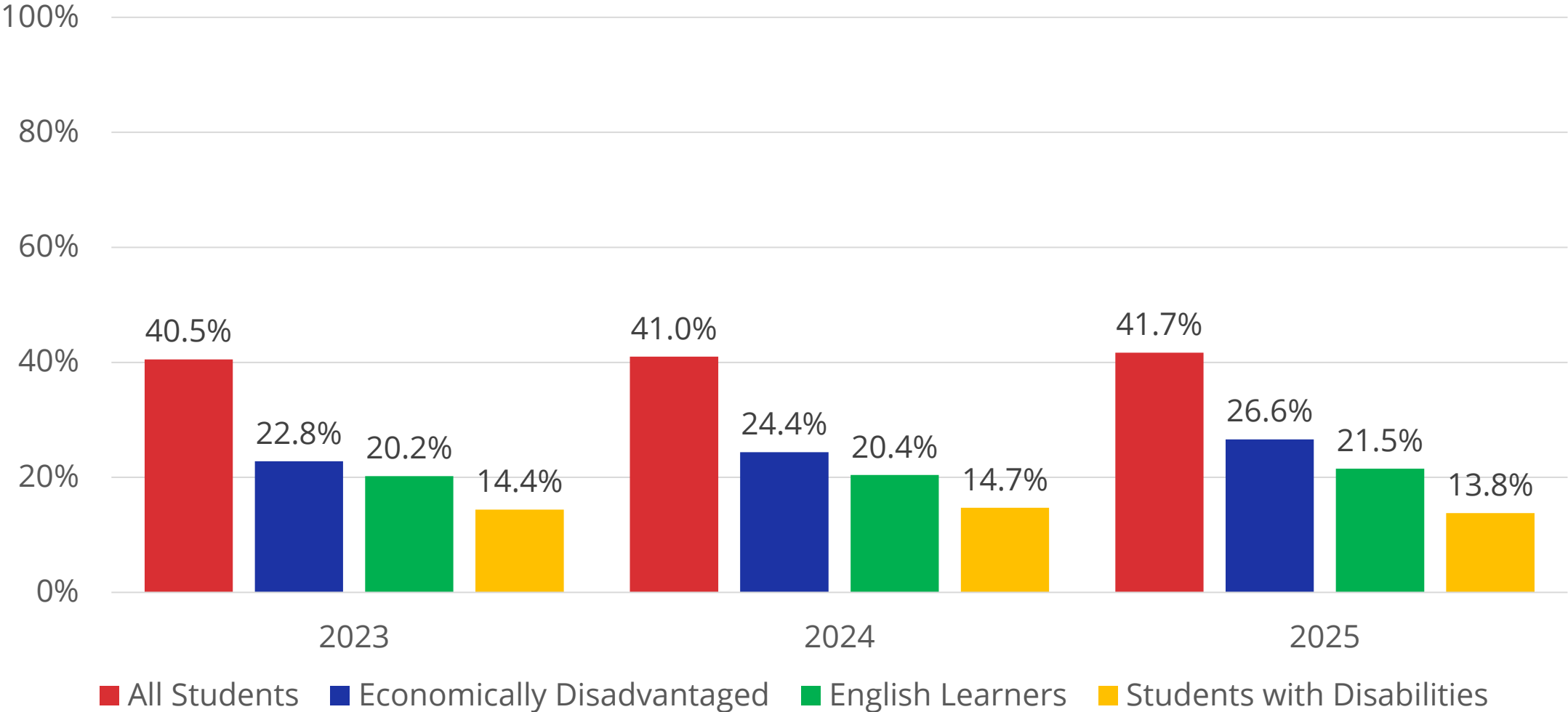


All students are on grade level in English language arts (ELA) as measured by the Tennessee Comprehensive Assessment Program (TCAP) results.

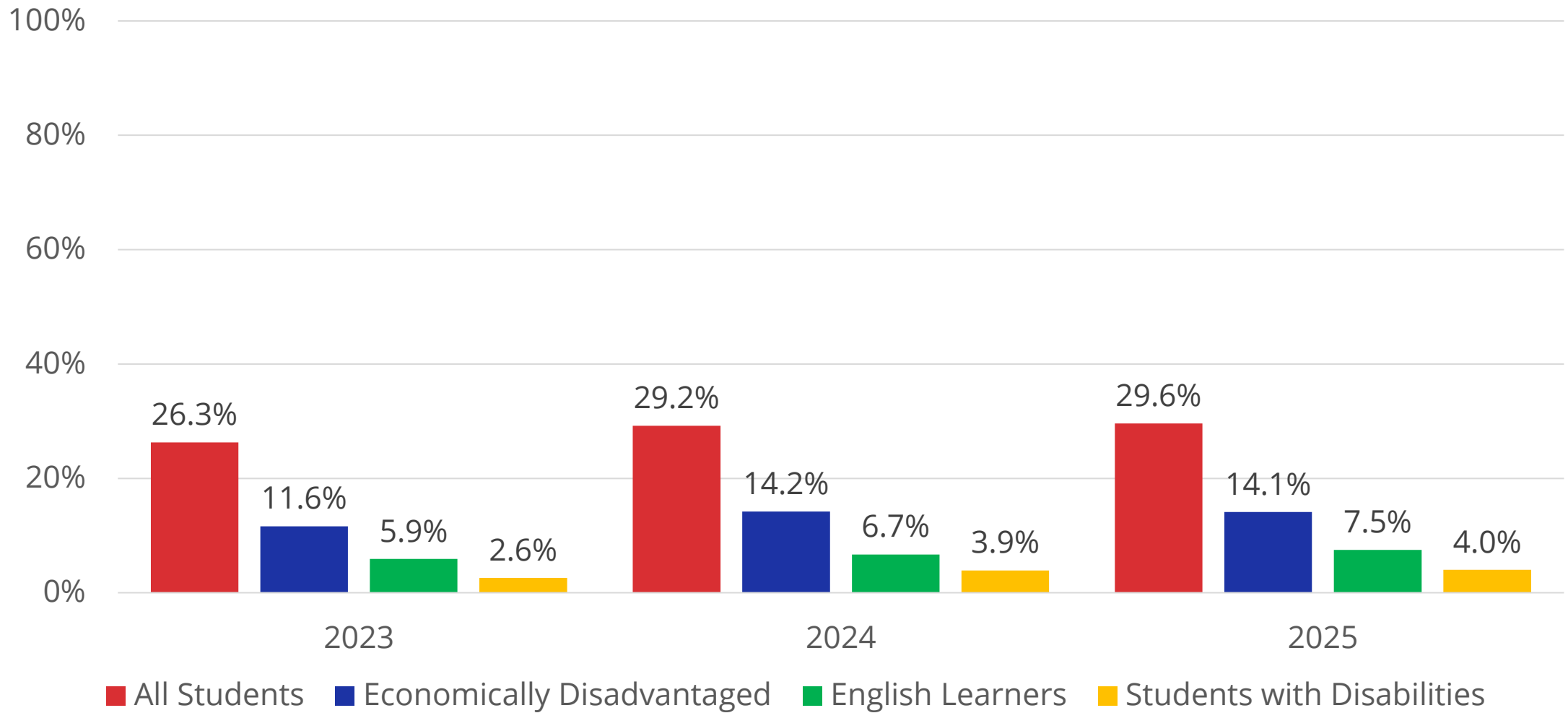
- ▶ The percentage of all third-grade students on grade level in ELA will increase by 4 points annually; economically disadvantaged students and students with disabilities will increase by 5 points; and English learners by 6 points.
- ▶ The percentage of all eighth-grade students on grade level in ELA will increase by 5 points annually; economically disadvantaged students, students with disabilities and English learners will increase by 6 points.



Almost all student groups improved on the 3rd grade ELA TCAP over three years, but growth was slower than Master Plan goals.



Almost all student groups improved on the 8th grade ELA TCAP over three years, but increase was slower than Master Plan goals.



Strategic Focus on Postsecondary & Career

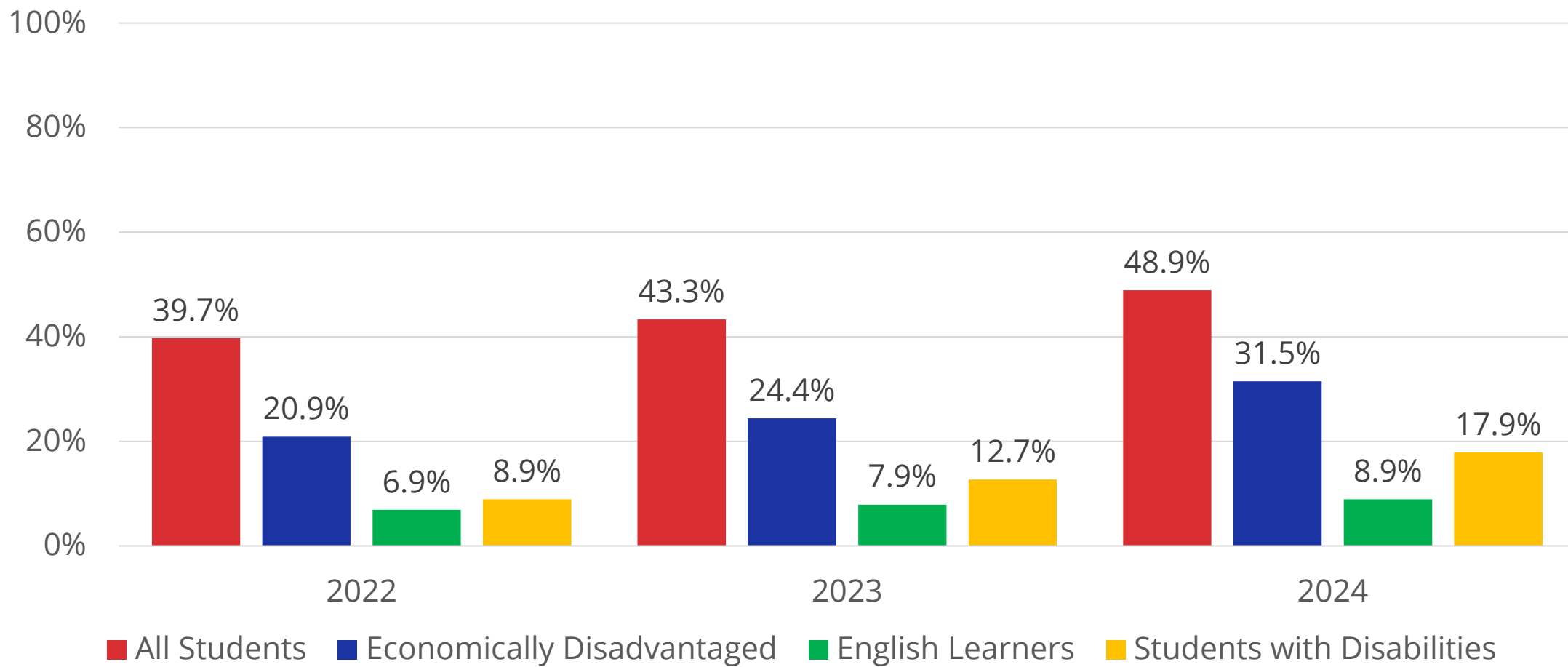


All students are prepared for success in high school, postsecondary, and career.

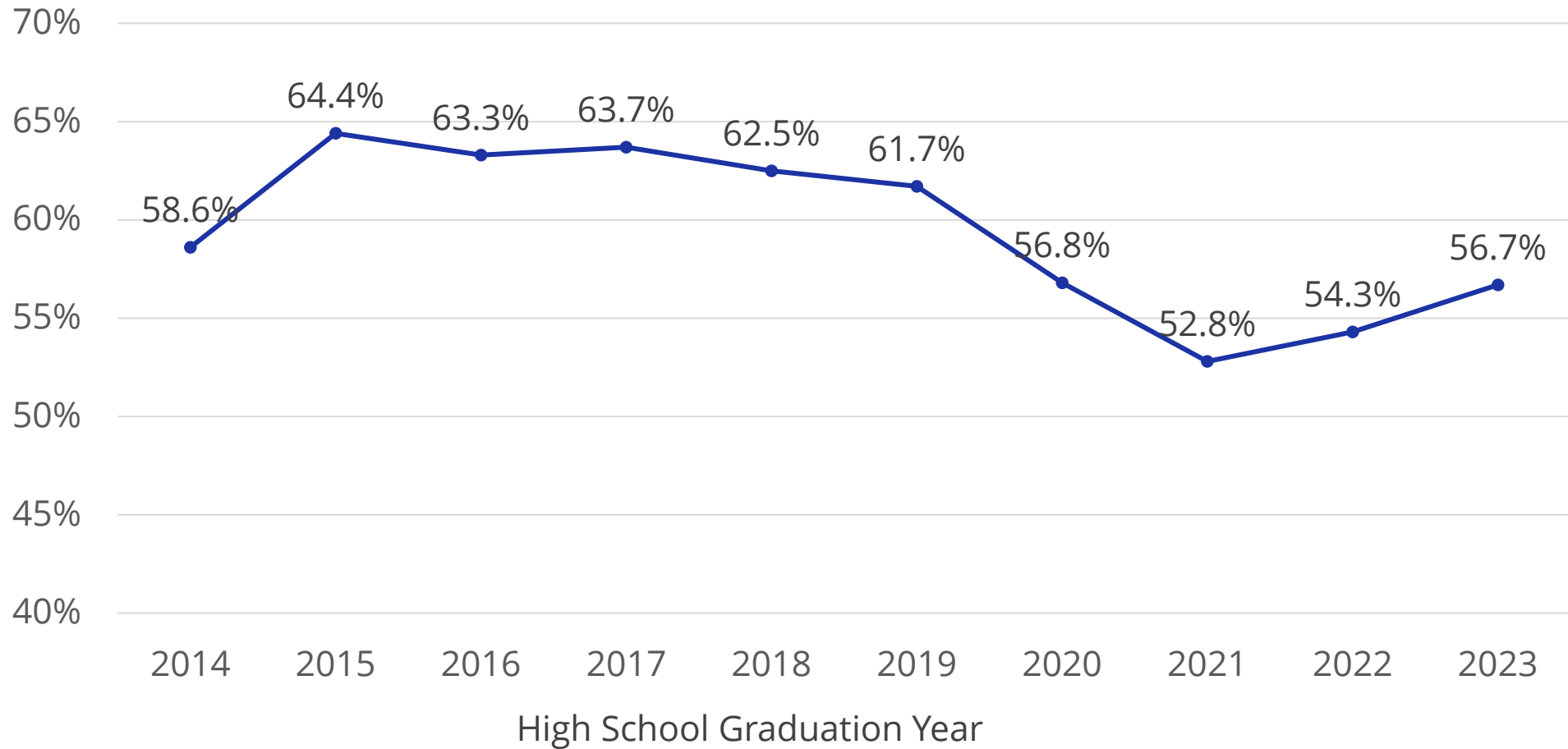
- ▶ The percentage of all students demonstrating readiness for postsecondary and careers after high school will increase by 4 points annually; economically disadvantaged will increase by 5 points and students with disabilities and English learners will increase by 6 points.
- ▶ The percentage of students enrolling in a postsecondary institution following graduation will increase by 3 points annually.



High school graduates' postsecondary readiness improved across all student groups over three years, and we met two of our four student group goals in 2024.



**Student enrollment in postsecondary education
continues to recover post-pandemic, and we were close
to achieving our goal.**



Strategic Focus on Teachers & Leaders

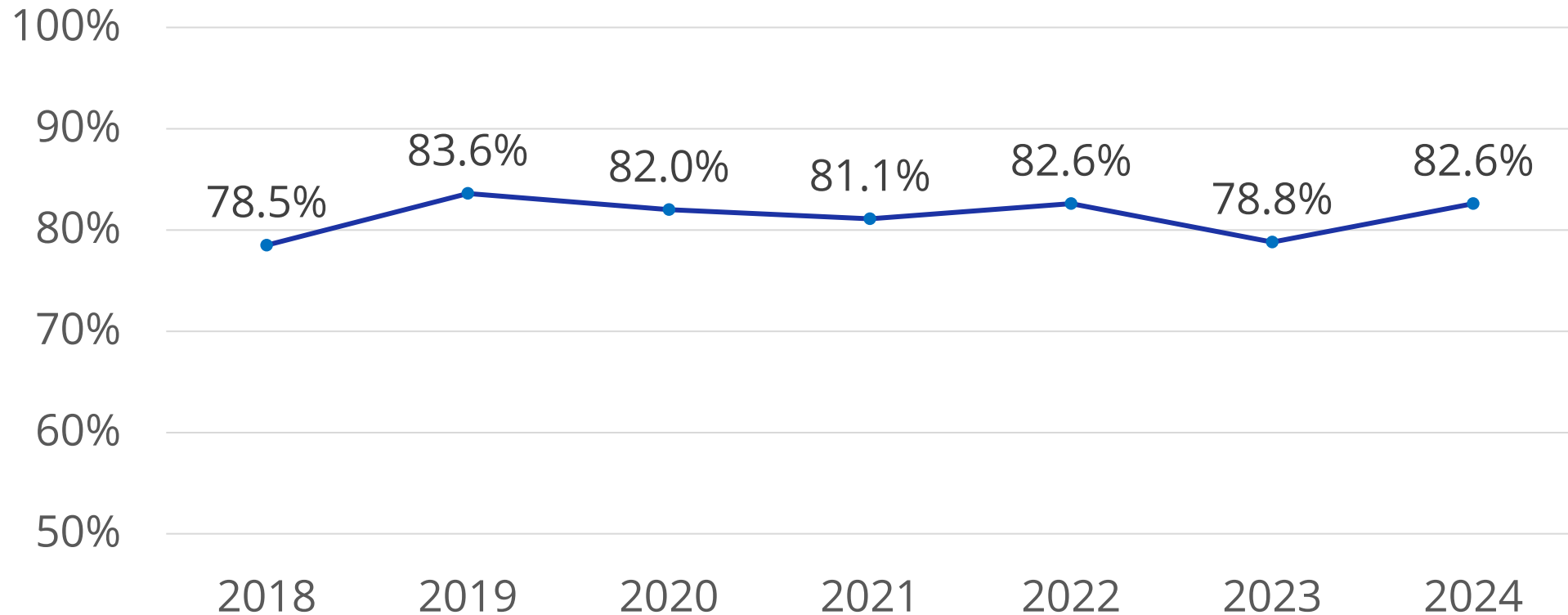


All schools are staffed with qualified and effective educators.

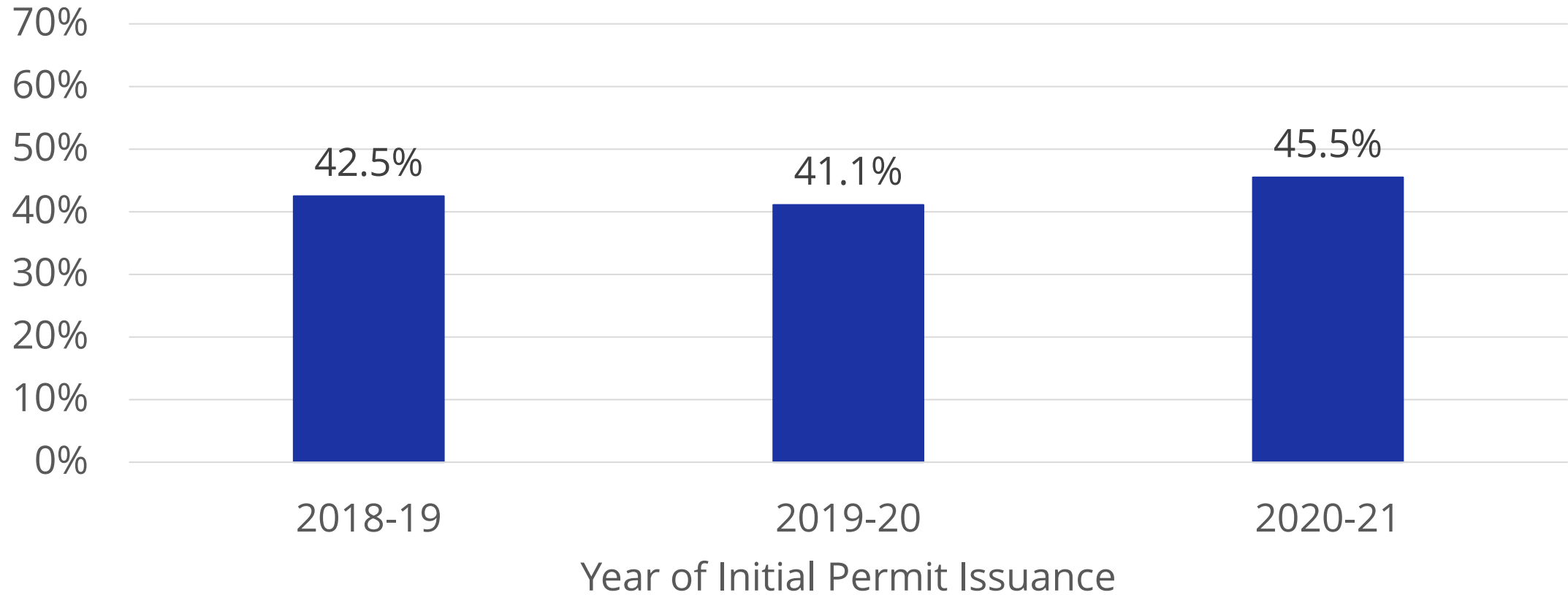
- ▶ The percentage of newly licensed teachers who remain teaching in Tennessee public schools for at least three years will increase by 0.5 points annually.
- ▶ 65% of the educators teaching on a permit will obtain a full and valid practitioner or professional license within three years.



The percentage of newly licensed teachers who remain in Tennessee public schools for at least three years increased last year.



Less than half of educators teaching on a permit are obtaining a full and valid license within three years.



Strategic Focus on Engagement & Accountability



Our public meetings will ensure transparency, accountability, and effective implementation of education policy.

- ▶ The State Board will annually identify its rules and policies for review and update based on changes in law or opportunities to improve student outcomes, as needed.



Rule and Policy Review

☒ Goal Met: State Board staff brought recommendations for updates to and repeals of some of its rules based on the 2023 rule review report and identified necessary revisions to its rules and policies based on changes in law and opportunities to improve student outcomes.



Where We're Going: Stakeholder Survey

ALI REID, DIRECTOR OF ENGAGEMENT & ACCOUNTABILITY

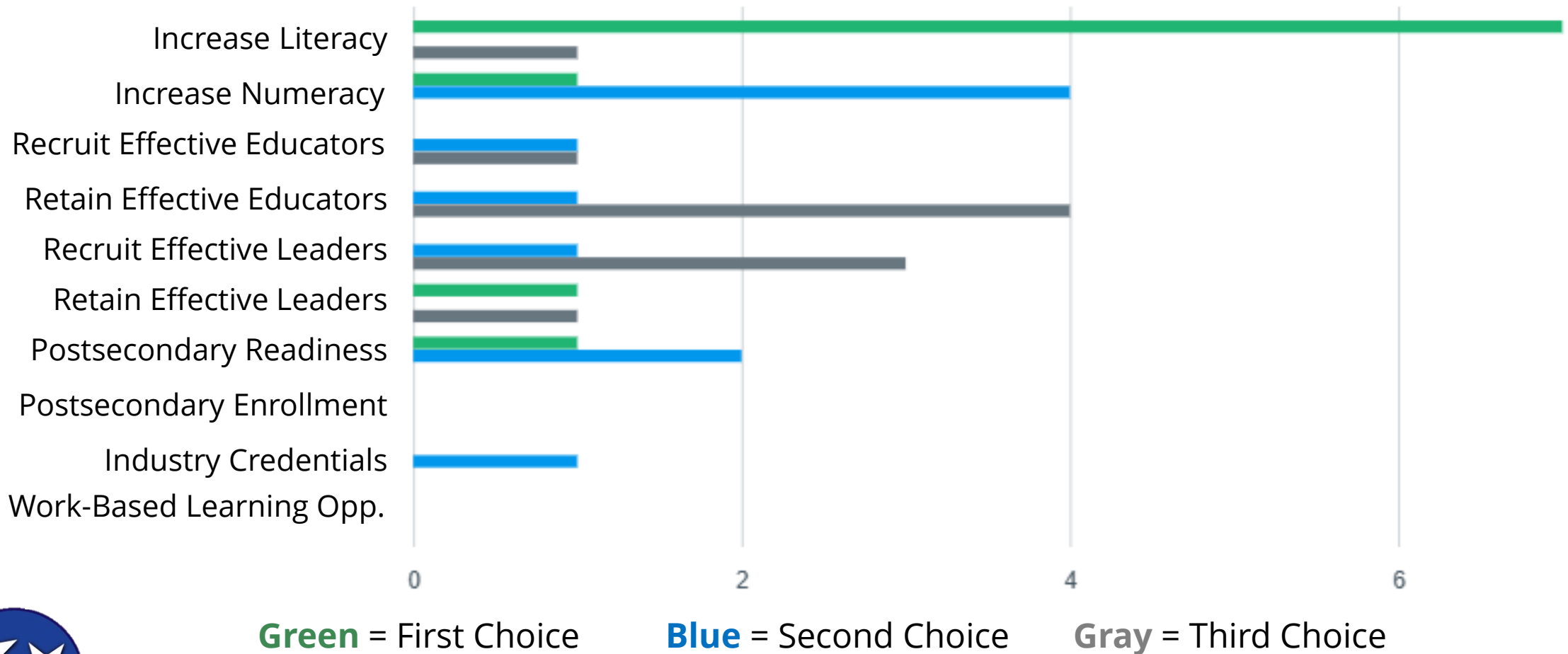


Key Questions

- Where should we focus our collective efforts?
- What will afford us the highest leverage for our time and energy?
- In what ways are we promoting coherence and continuous improvement at the state and local levels?



Top 3 Issues for K-12 Public Education



Strategic Focus: Literacy



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Feedback & Discussion

Considerations from Staff

Expanding strategic focus to “Literacy and Numeracy” or “Academics”

Setting goals by grade band, as appropriate (K-5, 6-8, 9-12)

Ensuring language is student-focused

Considerations from Members

Expanding to include numeracy goals

Adding action(s) related to early interventions and ongoing teacher supports

Ensuring we have the right improvement metrics/measures



Strategic Focus: Postsecondary & Career



All students are prepared for success in high school, postsecondary, and career.

- ▶ The percentage of all students demonstrating readiness for postsecondary and careers after high school will increase by 4 points annually; economically disadvantaged will increase by 5 points and students with disabilities and English learners will increase by 6 points.
- ▶ The percentage of students enrolling in a postsecondary institution following graduation will increase by 3 points annually.



Feedback & Discussion

Considerations from Staff

Setting a goal and action(s) related to early graduation, tracking data by student subgroups

Establishing a goal and action(s) related to the implementation of High School and Beyond Plans

Establishing a goal focused on the completion of postsecondary credits and/or credentials in high school

Considerations from Members

Adding a goal or action(s) focused on the development of individualized plans

Ensuring we have the right improvement metrics/measures

Balancing opportunities with expectations that might not suit all students



Strategic Focus: Teachers & Leaders



All schools are staffed with qualified and effective educators.

- ▶ The percentage of newly licensed teachers who remain teaching in Tennessee public schools for at least three years will increase by 0.5 points annually.
- ▶ 65% of the educators teaching on a permit will obtain a full and valid practitioner or professional license within three years.



Feedback & Discussion

Considerations from Staff

Adding an action that requires the review of best practices and/or metrics from the Report Card, educator survey

Adding an action that revisits the effectiveness of teacher evaluations and differentiated compensation policies for districts

Adding an action that requires an investigation into the factors that impact why a permit holder would not move to a permanent license

Considerations from Members

Increasing the goal and/or establishing annual increments rather a singular three-year goal

Adding a goal on retaining effective educators and leaders

Ensuring we have the right improvement metrics/measures



Strategic Focus: Engagement & Accountability



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- ▶ The State Board will annually identify its rules and policies for review and update based on changes in law or opportunities to improve student outcomes, as needed.



Feedback & Discussion

Considerations from Staff

Setting a goal or action(s) related to Accountability Hearings

Setting a goal that's focused on stakeholder engagement

Establishing a goal that's focused on building more awareness of rule and policy work at the district and/or school level

Considerations from Members



Other Education Issues to Consider

- Truancy and Attendance
- Graduation Requirements
- Algebra II Alternatives
- Innovative and Successful Approaches
- Potential Impact of Artificial Intelligence on Education
- Parental Involvement in Rule and Policy-Making
- Recruitment and Retention of Excellent School Leadership



Stakeholder Survey Questions

Q1. What do you believe will be the top 3 most important issues for K-12 public education in Tennessee over the next three years?

Q2. What are your organization's priorities and how do these priorities relate to K-12 public education in Tennessee?

Q3. Where do you see alignment between your organization's priorities and the role of the State Board?

Q4. Review each of our current goals and recommend to "keep as written" or "remove/replace measure". Explain.

Q5. What is one key education issue that, if addressed, could have a significant positive impact on students in Tennessee? What role can the State Board play as the rule and policy-making body in a potential solution to that issue?



Next Steps & Adjournment

Timeline	Action
August 2025	Stakeholder Feedback Survey
September & October 2025	Staff Review of Survey Results Strategic Planning Committee Work Session
November 2025	Release of 2025 Master Plan Report Strategic Planning Committee Update at Board Meeting
December 2025	Strategic Planning Committee Work Session
February 2026	Updated Master Plan Approved and Communications Release



Member Next Steps

- Provide a Committee update during the August Board Meeting.
- Gather informal feedback from stakeholders by talking about the Master Plan during engagement opportunities.
- Bring any gathered feedback and/or additional thoughts to our next Committee meeting.





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