



Master Plan for Public Education

Three-Year Plan from 2026 through 2028

Mission

The mission of the Tennessee State Board of Education (“State Board”) is to ensure rules, policies and systems are in place so that all students are prepared for success after graduation.

The Master Plan

State law charges the State Board with developing and maintaining a “master plan” for public education, kindergarten through grade twelve, and providing recommendations to the executive branch, the general assembly, the local boards of education, and directors of schools regarding the use of public funds for education. The State Board’s Master Plan provides a lens through which all stakeholders can examine state-level efforts to determine if rules and policies are positioning schools and school districts to prepare students for workforce, post-secondary success, and engaged citizenship.

The Master Plan is updated at least every three years, with progress reports published annually, to ensure its actions and goals are reflective of Tennessee’s educational priorities, responsive to pivotal changes in education, and designed to serve all students in Tennessee. The priorities outlined in the Master Plan highlight key areas for greater focus and attention over a three-year period and are not inclusive of all interests or responsibilities of the State Board as the rule and policy-making body for public education in Tennessee. The State Board regularly collaborates with the Tennessee Department of Education and Tennessee Higher Education Commission to ensure alignment across agency priorities, and engages with the executive branch, general assembly, local boards of education, and director of schools to accomplish its mission.

Literacy and Numeracy

Tennessee students are demonstrating proficiency in English language arts (ELA) and mathematics, as measured by the Tennessee Comprehensive Assessment Program (TCAP).

Actions of the State Board:

- The State Board¹ will review and update its relevant rules and policies, as needed, including academic standards for ELA and math, to ensure all students have access to a rigorous, high-quality education that prepares them for success after high school.

¹ References to “the State Board” throughout may include the State Board members or its staff



- The State Board will review statewide literacy and numeracy assessment data disaggregated by grade level and student groups² provided by the Tennessee Department of Education at least annually to discuss academic achievement and growth for all students.
- The State Board will monitor and evaluate multi-year student outcome data in mathematics, continue to expand high-quality math pathways in partnership with the Tennessee Department of Education, and investigate opportunities for more advanced math course enrollment in middle school to ensure students are prepared for advanced math in high school.
- The State Board will publicly highlight best practices related to early interventions and effective educator support for improving students' literacy and numeracy outcomes.
- The State Board will produce a public report annually to provide an update on progress toward its literacy and numeracy goals within the Master Plan.

The State Board's Goals:

- The percentage of third-grade students demonstrating proficiency in ELA will increase to at least 52% by 2028.
- The percentage of seventh-grade students demonstrating proficiency in mathematics will increase to at least 50% by 2028.

College, Career, and Military Readiness

Tennessee schools prepare all students for success in college³, career, and military pathways.

Actions of the State Board:

- The State Board will update its relevant rules and policies, as needed, including academic standards, courses, and graduation requirements to ensure alignment with college, career, and military readiness.
- The State Board will annually review information related to college, military, and career readiness, including disaggregated college enrollment data, dual enrollment, state accountability metrics, implementation of High School & Beyond Plans, work-based learning opportunities, and early graduation rates. The State Board will partner with the Tennessee Department of Education and the Tennessee Higher Education Commission to ensure streamlined pathways for all students.
- The State Board will regularly convene with the Tennessee Higher Education Commission to address shared opportunities and issues related to reducing unnecessary barriers for students to seamlessly transfer from high school to post-secondary options, analyzing gaps between college readiness and college enrollment, communicating all higher education options available to students (i.e., two- and four-year institutions, public and private, Tennessee Colleges of Applied Technology), and strengthening cross-agency alignment.

² As identified in the state's accountability model

³ "College" is inclusive of the following higher education options: in-state and out-of-state, public and private, two-year and four-year, and Tennessee Colleges of Applied Technology.



- The State Board will publicly highlight innovative learning models, district successes with seamless high school to post-secondary transitions and individualized advising, and meaningful partnerships between districts, higher education, and employers.
- The State Board will produce a public report annually to provide an update on progress toward its college, career, and military readiness goals within the Master Plan.

The State Board's Goals:

- The percentage of all students demonstrating college, career, and military readiness⁴, as measured by state accountability metrics, will increase to 80% by 2028.
- The percentage of students enrolling in any postsecondary institution following graduation will increase to 60% by 2028.

Teachers and Leaders

Tennessee schools are staffed with highly qualified and effective educators.

Actions of the State Board:

- The State Board will update its relevant rules and policies, as needed, including those related to improving educator recruitment and retention, and through convenings of its Licensure Review Committee, without compromising quality.
- The State Board will annually review data provided by the Tennessee Department of Education and the Tennessee Education Research Alliance related to the Tennessee Educator Survey, educator workforce shortages, educator and leader effectiveness, and districts' use of differentiated compensation policies to effectively retain effective educators and leaders.
- The State Board will partner with education stakeholders, such as the Tennessee Education Research Alliance and the National Association of State Boards of Education, to study the qualities of an effective leader and strategies used in other states to recruit, prepare, and retain effective leaders.
- The State Board will publicly highlight application of effective flexibilities and local human capital strategies that positively impact educator and leader recruitment and retention.
- The State Board will annually publish the Educator Preparation Report Card with data on high-demand endorsements, educator placement and retention, licensure exam pass rates, candidate satisfaction, and the effectiveness of newly licensed educators.
- The State Board will produce a public report annually to provide an update on progress toward its teachers and leaders goals within the Master Plan.

⁴ As measured by Tennessee's college and career readiness indicator, which reports the percentage of students in a graduating cohort with one of the following: ACT composite score of 21 or higher; postsecondary credit earning score on Advanced Placement, International Baccalaureate, Cambridge, CLEP, Dual Credit or Dual Enrollment assessment; earning a Tier III industry credential or Tier II plus one other industry credential; or ASVAB Qualifying Score.



The State Board's Goals:

- The percentage of teaching positions in Tennessee that are either vacant or filled by an educator on an emergency credential will decrease to 6% by 2028.
- The percentage of educators teaching on a permit who obtain a valid teacher license within three years will increase to 50% by 2028.

Engagement and Accountability

State Board members are actively engaged, act transparently, and ensure accountability for the effective implementation of State Board rules and policies to achieve its mission.

Actions of the State Board:

- The State Board will review and update its rules and policies, as needed, based on its ongoing analysis of implementation, regular review of statewide data, direct relationship to its Master Plan, efforts to ensure state-level systems support coherence at the local level, and relevant legislative changes.
- The State Board will conduct its public meetings with transparency while ensuring all meeting items before the State Board have a clear connection to positively impacting student outcomes.
- The State Board will annually conduct hearings of districts and public charter schools with consistently low academic performance and encourage collaboration among similarly situated schools with higher academic outcomes across the state.
- The State Board will actively participate in and facilitate convenings of the TISA Review Committee and TISA Outcomes Committee to provide public funding recommendations for education.
- The State Board will engage with districts and educators to determine the state-level resources and guidance needed to effectively and ethically leverage Artificial Intelligence to propel student learning.
- The State Board will produce a public report annually to provide an update on progress toward its engagement and accountability goals within the Master Plan.

The State Board's Goals:

- State Board members will engage with constituents in their respective districts by annually attending at least four external events, meetings, or activities that directly relate to the goals and actions of the Master Plan.
- The State Board will annually identify the rules and policies to be reviewed and will update, as needed, based on changes in law, continued relevance, and opportunities to improve outcomes and meet the goals of its Master Plan.