



Strategic Plan

Feedback received from Commissioners, staff, and external partners has been compiled to develop the Charter Commission's strategic plan. The strategic plan for the Tennessee Charter School Commission will guide our work for the next three years.

Our Mission

The mission of the Charter Commission is to provide **positive academic and life outcomes** for Tennessee's students through access to **high-quality public charter schools**. The effectiveness of these schools will be ensured through approval and support using **rigorous oversight, transparency, and accountability**.

Our Core Values

- **Students First:** In all decisions, our focus is the impact on students. We commit to supporting equitable practices that lead to student success.
- **Autonomy and Accountability:** Autonomy is essential for charter schools to drive innovative approaches to positive student outcomes. In exchange for this autonomy, a high-level of accountability for outcomes is essential.
- **Transparency:** We operate openly and communicate honestly in all parts of our work.
- **Community:** We honor our connections with and our responsibility to each school's local community. We will be responsive to the local community to address their needs. To foster and expand these connections, we promote, value, and celebrate diverse perspectives.
- **Excellence:** Excellence drives us in all aspects of our work. Our schools' academic, operational, and financial performance are the cornerstone of our success.

Our Strategic Priorities: The Charter Commission's strategic priorities serve as a roadmap and will guide our work over the next three years. By 2025 we will achieve the following outcomes:

Strategic Priority 1: High-Quality Charter Schools. Authorize high-quality and high-performing charter schools that improve outcomes for all Tennessee students.

- Action Steps:
 1. Conduct thorough application review processes that authorize schools that demonstrate the potential to be high performing, and maintain rigorous standards for application review, decision-making, and establishment of charter agreements.
 2. Support and promote operator autonomy through the establishment of charter agreements and waivers, which establish roles and responsibilities for all parties and allow charter schools to serve their communities through innovative instructional models.
 3. Establish the Commission's performance framework standards and communicate those expectations to potential operators.
 4. Strive to align the Commission's work to national and state authorizing standards and regularly evaluate the Commission's work against those standards.
 5. Ensure that the functions of the Commission as LEA and authorizer are clearly defined, and expectations are communicated to operators.

Strategic Priority 2: Strong Operational Effectiveness. Achieve student success by providing effective operational support in addition to rigorous oversight and guidance.

- Action Steps:
 1. Support schools by providing technical assistance as needed so all students are served appropriately, especially student subgroups.
 2. Advocate for students through solutions and process improvements and adjustments when needed, including facilities, special populations support, and licensure.
 3. Conduct regular self-assessments on LEA responsibilities to objectively measure performance and identify areas where the Commission can improve its effectiveness.
 4. Conduct regular oversight and monitoring of authorized charter schools, in alignment with the established performance frameworks, and provide schools and the Commission reports on progress on performance based on established metrics.
 5. Implement corrective action(s), if warranted, for schools that fall below established performance metrics.
 6. Publish public reports on the status of Commission schools' performance across academic, organizational, and financial metrics, as defined by the Commission's performance framework.

Strategic Priority 3: Community and Stakeholder Engagement. Build and cultivate strong relationships with communities, operators, and schools.

- Action Steps:
 1. Encourage community and stakeholders to participate in meetings and hearings of the Commission through public forums.
 2. Provide meaningful and frequent avenues for Commission engagement with LEAs and their communities, including proactive outreach to LEAs that are reviewing charter applications, hosting listening tours, conducting surveys, and collecting community feedback.
 3. Regularly seek operator feedback on Commission processes and implement mechanisms to incorporate the feedback into Commission processes.
 4. Send regular updates through various communication channels (newsletters, social media, etc.) to share information about the Commission and opportunities to engage with Commissioners.

Strategic Priority 4: Agency Oversight. Maintain excellence in functions as a state agency by ensuring prudent fiscal management, transparent operations, and strong engagement with the administration and Tennessee General Assembly.

- Action Steps:
 1. Engage in rigorous oversight of agency resources through multi-year financial planning, reviewing budget documentation for accuracy, and public reporting of use of all funding.
 2. Establish and regularly evaluate all agency policies and rules to ensure alignment with current regulatory requirements.
 3. Regularly assess internal operations and staffing needs to ensure the agency can meet its statutory charge and serve its students and schools effectively.
 4. Proactively engage with the administration and the Tennessee General Assembly to provide updates on the work, finances, and student outcomes of the Charter Commission.
 5. Annually, conduct a review of the strategic plan, evaluate the Commission's progress toward the established priorities, and adjust action steps, if necessary.