



Tennessee Public Charter School Commission Strategic Plan

The Charter Commission's strategic plan was informed by feedback from a variety of stakeholders, including Commissioners, Commission staff, school operators, elected officials, state agencies, and other external groups. The Charter Commission's strategic plan was adopted in March 2025 and will guide our work for the next three years.

Mission Statement

As a trusted partner, the Charter Commission provides access and support to excellent charter schools through rigorous oversight, transparency, and accountability.

Vision Statement

By authorizing and supporting excellent public charter schools, we have a positive impact on the quality of Tennessee education, empowering every student to achieve their full potential and prepare for a successful life experience.

Core Values

- Students First: In all decisions, our focus is the impact on students. We support practices that lead to student success.
- Autonomy: For public charter schools to drive innovative approaches and positive student outcomes, autonomy is essential. In our work, we ensure schools have the flexibility to be responsive to student needs.
- Accountability: A high level of accountability is maintained for school quality and student outcomes through rigorous oversight policies and processes.
- Support: We enable our schools to meet our requirements, serve students effectively, and improve student outcomes through timely and responsive support. We strive to balance support with school autonomy, recognizing our dual responsibilities as an LEA and an authorizer.
- Transparency: We operate openly and communicate honestly in all aspects of our work. We clearly articulate rationales for our decisions and consistently apply our policies and procedures.
- Community: We honor our connections with and responsibility to each school's local community. We pledge to be responsive to the local community's needs, fostering

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connections, and promoting diverse perspectives.

- Excellence: All aspects of our work are driven by excellence. Our schools' pursuit of excellence is measured through the School Performance Framework and shared in each authorized school's annual report.

Strategic Priorities

As a roadmap and guide for our work over the next three years, our strategic priorities are:

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

Action Steps:

1. Conduct thorough new start application and renewal review processes to authorize schools that demonstrate the potential to be high performing and maintain rigorous approval standards for the charter schools authorized by the Commission.
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. Implement Communicate the Commission's performance framework standards and the use of the intervention policy to ensure accountability for schools and to provide clarity to potential operators, current operators, and stakeholders.
4. Strive to align the Commission's work to national and state authorizing standards and regularly evaluate the Commission's work against those standards.

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 to support school and district operations with a particular focus on ensuring all students are served appropriately, especially student subgroups.
2. Advocate for schools and students and reduce administrative burden by streamlining processes, implementing improvements when needed, and regularly assessing authorizer and LEA responsibilities to identify areas for increased effectiveness. Advocate for students through solutions and process improvements and adjustments when needed.

~~3. Conduct regular self-assessments on authorizer and LEA responsibilities to objectively measure performance and identify areas where the Commission can improve its effectiveness.~~

4.3. Conduct regular oversight and monitoring of authorized charter schools, in alignment with the established school performance framework and federal programs risk assessment and provide schools and the Commission reports on progress on performance based on established metrics.

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

Action Steps:

1. Encourage community and stakeholders to participate in meetings and hearings of the Commission through public forums and written comments and ensure the complaints and grievances process is available as an additional opportunity for submitting concerns.
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. Share regular public 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, while regularly assessing internal operations and staffing needs to ensure the agency can effectively meet its statutory responsibilities and serve students and schools effectively.

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 regularly to ensure the agency can meet its statutory charge and serve its students and schools effectively.~~
- 4.3. _____ Proactively engage with the Administration and the Tennessee General Assembly to provide updates on the Commission's work, finances, and student outcomes and communicate relevant updates to authorized schools. ~~of the Commission.~~
- 5.4. _____ Conduct an annual review of the strategic plan, evaluate the Commission's progress toward the established priorities, and adjust action steps, if necessary.