



## Five-Year Strategic Goals: Update on 2015-2020 and Setting New Goals for July 2020 – June 2025

### Context

The State Board of Education adopted five-year strategic goals in 2015 and approved annual Master Plans each year to work toward the attainment of those goals. Those goals are listed in the table below, along with the state’s progress toward those goals at the conclusion of the five-year period.

2015 Goal	Progress as of June 30, 2020
<p><b>Achievement on the National Assessment of Educational Progress (NAEP):</b> Tennessee will rank in the top half of states on NAEP by 2019.</p>	<p>Tennessee’s rankings in the most recent NAEP administrations (indicated by year) were:</p> <ul style="list-style-type: none"> <li>• <b>19<sup>th</sup> in 4<sup>th</sup> grade science (2015)</b></li> <li>• <b>25<sup>th</sup> in 4<sup>th</sup> grade math (2019)</b></li> <li>• 31<sup>st</sup> in 4<sup>th</sup> grade reading (2019)</li> <li>• <b>21<sup>st</sup> in 8<sup>th</sup> grade science (2015)</b></li> <li>• 30<sup>th</sup> in 8<sup>th</sup> grade math (2019)</li> <li>• 30<sup>th</sup> in 8<sup>th</sup> grade reading (2019)</li> </ul>
<p><b>ACT/SAT Composite Score:</b> The average ACT composite score in Tennessee will be a 21, or a comparable score on the SAT, by 2020.</p>	<p>The state average ACT composite score for the most recent year for which data are available (2018-19) was 20.0, a slight increase from 19.9 (2015-16).</p> <p>However, approximately 7,000 more students took the ACT in 2018-19, indicating increased access while maintaining achievement. This was an increase from 90% of students in 2015-16 to 98% in 2018-19.<sup>1</sup></p>
<p><b>Post-Secondary Enrollment and Attainment:</b> The majority of high school graduates from the class of 2020 will earn a postsecondary certificate, diploma, or degree.</p>	<p>The Tennessee Higher Education Commission publishes data on the percentage of students who earn a degree within six years of postsecondary enrollment.</p> <ul style="list-style-type: none"> <li>• Completion of a four-year degree from a public Tennessee college or university increased from 57% (2010 cohort) to 60.4% (2012 cohort).</li> <li>• Completion of a community college degree increased from 26.4% (2010 cohort) to 30.5% (2012 cohort).</li> </ul> <p>It will not be possible to assess the completion rate of the class of 2020 until at least 2026.</p>

### Resetting Strategic Goals for 2020-25

The State Board undertook a comprehensive process of **stakeholder engagement** to shape its strategic goals for the next five-year period (see Appendix A for details on that process).

Based on that feedback, the strategic goals for 2020-25 **focus on actions directly within the State Board’s authority**, including policymaking and the development of systems that establish consistent, rigorous expectations for each local education agency. **An effective policy environment at the state level will set the stage for districts, schools, and educators to best support student achievement.**

<sup>1</sup> The Tennessee Department of Education reports to percentage of graduates who took the ACT out of the number of students who graduated overall. Students who did not graduate from high school are not included in this statistic.



## Vision and Mission Statements

The State Board members proposed revising the vision and mission statements as part of this process. This is the proposed updated vision statement, which the State Board will vote on for final reading at its July 2020 meeting:

*Tennessee students graduate from high school prepared to become independent and productive citizens.*

This is the proposed updated mission statement, which the State Board will vote on for final reading at its July 2020 meeting:

*The mission of the Tennessee State Board of Education is to ensure policies and systems are in place so that all students are prepared for success after graduation.*

## Goals

To work toward this vision and mission, the State Board sets five strategic goals to work toward during the next five-year period. The first three goals form a progression through K-12 education; goals four and five complement and support those goals.

### STRATEGIC GOAL I:

- By June 30, 2025, ensure policies and systems are in place that provide the opportunity for 100 percent of third grade students to read at grade level as measured by TCAP results.

### STRATEGIC GOAL II:

- By June 30, 2025, ensure policies and systems are in place that provide the opportunity for every student to complete 8th grade prepared to succeed in high school.

### STRATEGIC GOAL III:

- By June 30, 2025, ensure policies and systems are in place that provide the opportunity for every student to be prepared for success after high school.

### STRATEGIC GOAL IV:

- By June 30, 2025, ensure policies and systems are in place so that a high-quality and effective teacher is present in every Tennessee public school classroom.

### STRATEGIC GOAL V:

- By June 30, 2025, ensure policies and systems are in place so that every Tennessee student has access to high-quality learning options.

## Next Steps

The five-year strategic goals as well as the annual Master Plan for 2020-21 will be presented to the State Board at its July 2020 meeting. Upon approval, board members and staff will begin work to achieve the strategic goals through completion of the steps identified in each year's Master Plan during the upcoming five-year period.



## Appendix A: Stakeholder Engagement Process

### Methodology

The Tennessee State Board of Education (SBE) resets its Strategic Goals every five years and aligns each annual Master Plan to those goals. A new five-year cycle will begin with the 2020-21 school year. Through grant funds, SBE secured the support of The Learning Collective (TLC), an education consulting company, to facilitate the goal-setting and Master Plan development.

### Document reviews

In order to learn more about the Tennessee and national contexts and inform lines of inquiry to pursue in stakeholder interviews, TLC conducted an array of document reviews.

- TLC examined previous SBE Master Plans, the Tennessee Higher Education Master Plan, current and former Tennessee Department of Education (TDOE) strategic plans, other TDOE publications such as those regarding attendance and chronic absenteeism, and the Tennessee Every Students Succeeds Act (ESSA) Plan.
- Also, TLC analyzed the strategic plans of state boards of education and/or departments of education of the following states: Alaska, Arizona, Arkansas, California, Colorado, Connecticut, Delaware, Florida, Idaho, Indiana, Iowa, Kentucky, Louisiana, Maine, Massachusetts, Michigan, Mississippi, Nebraska, Nevada, New Mexico, North Carolina, North Dakota, Ohio, Rhode Island, Texas, Utah, Vermont, Virginia, and Washington.
- TLC also considered national research such as that conducted by the Social Science Research Council and national standards by organizations such as the American School Counselor Association.

### Interviews

TLC interviewed stakeholders in Tennessee and nationally and identified themes from those interviews.

- From December 9th-18th, 2019, TLC conducted 24 interviews of 32 individuals including all SBE board members, an assortment of SBE staff members including SBE senior staff members, and other SBE stakeholders.
- Additionally, in January 2020, TLC conducted 12 interviews of national and international experts in education. These experts were: Nathaniel Calhoun; Co-Chair of Global Grand Challenge Faculty, Singularity University; Susan Carello, Executive Director, Charter Schools Institute, State University of New York; Miguel Casar, Doctoral Candidate, Graduate School of Education & Information Studies, UCLA; Joshua Halsey, Executive Director, Washington State Charter School Commission; William Gerstein, Senior Advisor, Leadership Greater Chicago; David Hartman, Managing Director of Accountability and Authorizer Supports, SchoolWorks; Melanie Lundquist, Co-Chair, The Richard C. and Melanie F. Lundquist Family Foundation; Amber Oliver, Director, Robin Hood Learning + Technology Fund; Evan Rudall, Esq., Partner, Attuned Education Partners; Jason Sarsfield, Deputy Director, The Governor John Engler Center for Charter Schools, Central Michigan University; Dr. Caprice Young, National Superintendent, Learn4Life Network; and Mark Wise, K-12 Supervisor of Curriculum & Instruction, West Windsor Plainsboro School District.

### Stakeholder ideation

Based on document reviews and information gleaned through interviews, TLC and SBE staff members collaboratively developed a draft of Strategic Goals and the 2020-21 Master Plan. SBE Board Members provided detailed feedback on the draft before finalizing the Strategic Goals and 2020-21 Master Plan in July 2020.