



2020-25 Strategic Goals and Benchmarks

Context

The Tennessee State Board of Education (State Board) adopted five-year strategic goals and benchmarks in July 2020. Each year, the State Board develops and approves a Master Plan¹ to describe concrete action steps State Board members and staff will take during the upcoming academic year to make progress toward the five-year goals and benchmarks. The Master Plan provides a lens through which all stakeholders can examine state-level efforts to determine if policies and procedures are preparing Tennessee students for workforce, post-secondary success, and citizenship.

Goals, Benchmarks, and Action Steps

The State Board set five strategic goals and corresponding benchmarks under each goal to work toward during the five-year period from 2020 through 2025. The first three goals form a progression through K-12 education and goals four and five complement and support those goals. The strategic goals will remain consistent throughout the five-year period; however, benchmarks may be adjusted if State Board members determine circumstances require it. The annual Master Plan is available on the State Board's [website](#).

In addition to the State Board's Master Plan, the Tennessee Department of Education (TDOE) develops a strategic plan that outlines their agency's goals. While this plan is not statutorily required, it guides the TDOE's work. There are many areas of shared focus between the State Board's Master Plan and the TDOE's strategic plan.

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 be on grade level in ELA as measured by TCAP results.

Benchmark 1A: by June 30, 2025, at least 75 percent of third-grade students achieve on-track or better in ELA as measured by TCAP results.²

Benchmark 1B: By June 30, 2025, ensure LEAs provide appropriate interventions to all kindergarten through third-grade students who are below grade level in ELA.

STRATEGIC GOAL II: By June 30, 2025, ensure policies and systems are in place that provide the opportunity for every student to complete eighth grade prepared to succeed in high school.

Benchmark 2A: By June 30, 2025, 100 percent of eighth grade students complete a Four-Year Plan or a Transition Plan for students with Individualized Education Programs (IEPs).

Benchmark 2B: By June 30, 2025, at least 60 percent of eighth-grade students score on-track or better in ELA as measured by TCAP results, and at least 75 percent of eighth-grade students score on-track or better in math as measured by TCAP results.³

¹ Annual Master Plans are required by T.C.A. § 49-1-302(a)(3).

² In 2019, 36.9% of third graders scored on-track or better in reading.

³ In 2019, 27.1% of eighth graders scored on-track or better in reading and 35.1% were on-track or better in math.



STRATEGIC GOAL III: By June 30, 2025, ensure policies and systems are in place to provide opportunities for every student to be prepared for success after high school.

Benchmark 3A: By June 30, 2025, every student graduates having achieved one or more of the Ready Graduate Indicators.⁴

Benchmark 3B: By June 30, 2025, 100 percent of students complete a High School and Beyond Plan, or a Transition Plan for students with IEPs, by the time they finish 11th grade.

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.

Benchmark 4A: By June 30, 2025, meet the demand for high-quality and effective teachers statewide.

Benchmark 4B: By June 30, 2025, improve retention of high-quality, and effective teachers.

Benchmark 4C: By June 30, 2025, every school counselor is able fully implement on the Tennessee School Counseling Standards.⁵

Benchmark 4D: By June 30, 2025, meet the demand for high-quality and effective school leaders statewide.

STRATEGIC GOAL V: By June 30, 2025, ensure policies are in place to provide every Tennessee student equitable access to high-quality learning options.

Benchmark 5A: By June 30, 2025, all charter school authorizers meet quality authorizing expectations based on the charter school authorizer evaluation rule.

Benchmark 5B: By June 30, 2025, conduct a comprehensive review and incorporate best practices of innovative learning options for students, including school choice programs as well as remote or virtual learning.

Benchmark 5C: By June 30, 2025, codify the state's accountability system in rule and policy and ensure any revisions receive approval from the U.S. Department of Education.

⁴ Ready Graduate indicators are set forth in Tennessee's accountability model. More details are available from the Department of Education here: https://www.tn.gov/content/dam/tn/education/ccte/ccte_ready_graduate_overview_2018-19.pdf.

⁵ In 2014-15, the Tennessee student-to-counselor ratio averaged 339-to-1 while the suggested ratio is 250-to-1. Source: State-by-State Student-to-Counselor Ratio Report, American School Counselor Association, 2015.