



2023 Educator Preparation Report Card

Employment Outcomes of Recent Leader Preparation Completers

[State Board Rule 0520-02-03.10](#) requires all principals, assistant principals, and supervisors serving as instructional leaders in Tennessee public schools to hold an instructional leader license (ILL). Twenty-three educator preparation providers (EPPs) offer state-approved programs leading to the ILL.¹

Most educators do not immediately move into an administrative role² after completing their leader preparation program and earning an ILL. Many continue to work as classroom teachers or in other school-based roles (e.g., instructional coach) that do not require an ILL. This report examines the career trajectory of recent leader preparation completers by showing the percentage of educators who move into administrative roles in Tennessee schools within the first few years after completing leader preparation.

This report includes three cohorts of recent leader preparation completers:

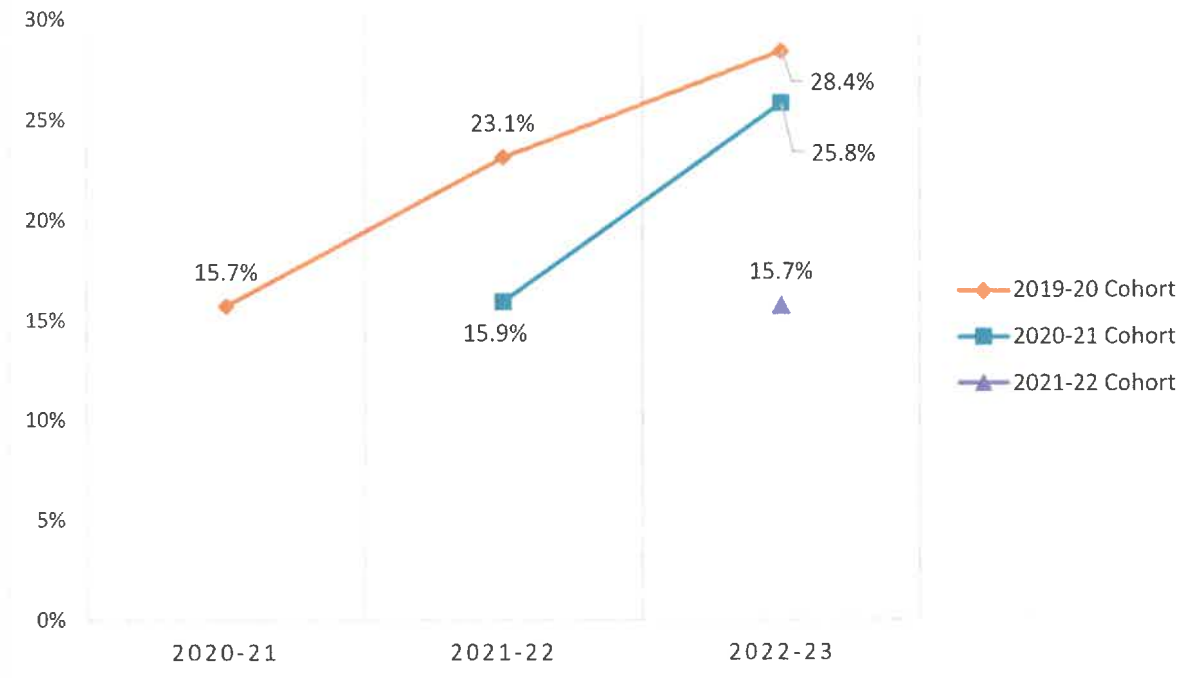
- **2019-20 Cohort** – Educators who completed leader preparation between September 1, 2019 and August 31, 2020
- **2020-21 Cohort** – Educators who completed leader preparation between September 1, 2020 and August 31, 2021
- **2021-22 Cohort** – Educators who completed leader preparation between September 1, 2021 and August 31, 2022

Figure 1 on the next page shows the percentage of educators from each cohort who were employed as administrators in Tennessee public schools during the 2020-21, 2021-22, and 2022-23 academic years. Relatively few educators are employed as administrators in the first year after completing leader preparation, but this percentage increases in subsequent years.

Table 1 breaks the data down by EPP. To ensure a sufficient sample size for each EPP, the table combines all three cohorts of recent leader preparation completers.

¹ Educators may also earn an ILL through an out-of-state pathway. However, this report includes only educators who earned an ILL through an approved in-state instructional leader preparation program.

² For the purposes of this report, the terms “administrator” and “administrative role” refer to principals, assistant principals, and supervisors.

Figure 1
Percentage of Recent Leader Preparation Completers Employed as Administrators

Table 1
Percentage of Recent Leader Preparation Completers Employed as Administrators

EPP Name	Number of Completers in 3-Year Cohort ^a	Number Ever Employed as Administrator ^b	Percent Ever Employed as Administrator
Austin Peay State University	115	44	38.3%
Bethel University	57	16	28.1%
Carson-Newman University	198	44	22.2%
Christian Brothers University	28	9	32.1%
Cumberland University	19	3	15.8%
East Tennessee State University	29	10	34.5%
Freed-Hardeman University	57	21	36.8%
Lee University	5	**	**



EPP Name	Number of Completers in 3-Year Cohort^a	Number Ever Employed as Administrator^b	Percent Ever Employed as Administrator
Lincoln Memorial University	241	52	21.6%
Lipscomb University	223	48	21.5%
Middle Tennessee State University	88	18	20.5%
Milligan University	11	3	27.3%
Tennessee State University	148	40	27.0%
Tennessee Technological University	55	13	23.6%
Trevecca Nazarene University	126	23	18.3%
Union University	75	13	17.3%
University of Memphis	14	4	28.6%
University of Tennessee – Chattanooga	39	10	25.6%
University of Tennessee – Knoxville	49	19	38.8%
University of Tennessee – Martin	24	7	29.2%

^a 3-year cohort includes individuals who completed leader preparation between September 1, 2019 and August 31, 2022.

^b Includes principals, assistant principals, and supervisors employed in Tennessee public schools (including charter schools) during the 2020-21, 2021-22, and/or 2022-23 school years.

**Data suppressed due to small n-size.