



2025 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-two 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:

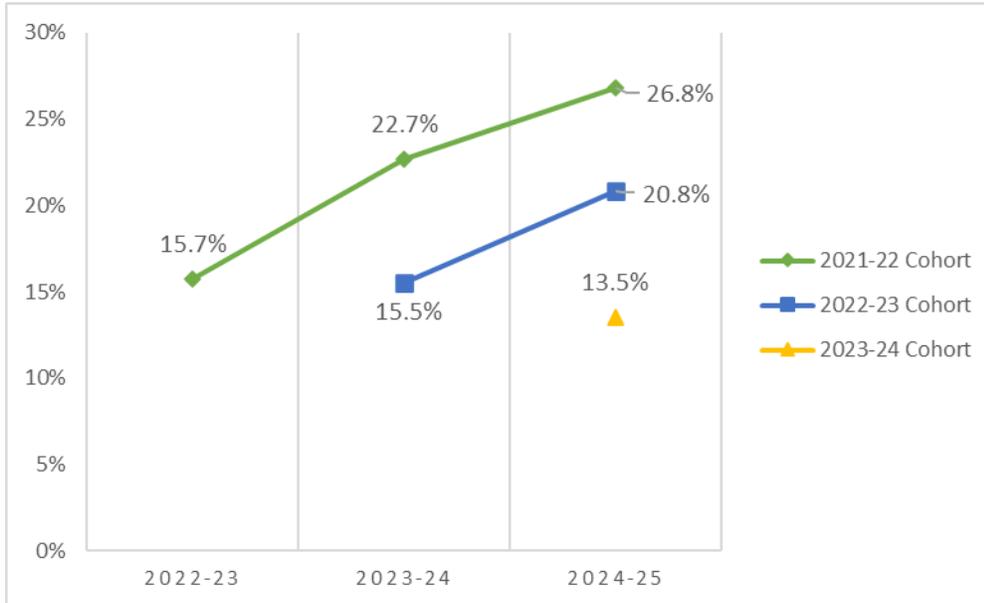
- **2021-22 Cohort** – Educators who completed leader preparation between September 1, 2021, and August 31, 2022
- **2022-23 Cohort** – Educators who completed leader preparation between September 1, 2022, and August 31, 2023
- **2023-24 Cohort** – Educators who completed leader preparation between September 1, 2023, and August 31, 2024

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 2022-23, 2023-24, and 2024-25 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. Only EPPs with 10 or more leader preparation completers in total across the three cohorts are included in the table.

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 | 253 | 56 | 22.1% |
| Bethel University | 52 | 17 | 32.7% |
| Carson-Newman University | 169 | 36 | 21.3% |
| Christian Brothers University | 29 | 3 | 10.3% |
| Cumberland University | 10 | 1 | 10.0% |
| East Tennessee State University | 23 | 6 | 26.1% |
| Freed-Hardeman University | 36 | 9 | 25.0% |
| Lincoln Memorial University | 204 | 35 | 17.2% |
| Lipscomb University | 182 | 47 | 25.8% |
| Middle Tennessee State University | 23 | 8 | 34.8% |

| EPP Name | Number of Completers in 3-Year Cohort^a | Number Ever Employed as Administrator^b | Percent Ever Employed as Administrator |
|--|--|--|---|
| Milligan University | 16 | 6 | 37.5% |
| Tennessee State University | 197 | 50 | 25.4% |
| Tennessee Technological University | 40 | 12 | 30.0% |
| Trevecca Nazarene University | 99 | 26 | 26.3% |
| Union University | 57 | 6 | 10.5% |
| University of Memphis | 27 | 7 | 25.9% |
| University of Tennessee – Chattanooga | 25 | 8 | 32.0% |
| University of Tennessee – Knoxville | 34 | 10 | 29.4% |

^a The 3-year cohort includes individuals who completed leader preparation between September 1, 2021, and August 31, 2024.

^b Includes principals, assistant principals, and supervisors employed in Tennessee public schools (including charter schools) during the 2022-23, 2023-24-, and/or 2024-25 school years.