



FUTURE FORWARD SUMMIT

**BUSINESS LEADERS
TRANSFORMING EDUCATION
TO WORKFORCE SUCCESS**

Opening Remarks

10:00 A.M.

Includes a charge for the day with key goals, objectives, and baseline data to set a strong foundation for learning and action.

SPEAKERS



David Mansouri
President & CEO, SCORE

Mansouri sets the strategic vision for SCORE, guides its leadership team, and builds and strengthens partnerships with leaders in Tennessee and across the nation. During more than a decade of work in education, he has also served as SCORE's Director of Advocacy and Communications and Executive Vice President. In addition to his work at SCORE, Mansouri serves on the board of directors of the Policy Innovators in Education (PIE) Network and the Memphis Education Fund and is a member of the Practitioner Council of the Hoover Education Success Initiative at Stanford University. Before joining SCORE in 2010, he worked for the late US Senator Fred Thompson and Congressman Zach Wamp. He is an alumnus of the Pahara-Aspen Education Fellowship and Leadership Tennessee. Mansouri also previously served on the founding board of Nashville Classical Charter School and on the board of directors of the Association of Rice Alumni. A Tennessee native and product of Tennessee's public schools, he is a graduate of Rice University and received an MBA with honors from Vanderbilt University's Owen Graduate School of Management.



David Golden
CEO of East Tennessee State University Research Corporation and the Allen and Ruth Harris Chair of Excellence in the East Tennessee State University College of Business and Technology

Golden retired in 2019 from Eastman Chemical Company. Prior to joining Eastman in 1995, he worked with the international law firm of Hunton & Williams (now Hunton Andrews Kurth). Golden holds a BS in accounting and a JD from Brigham Young University. He is a co-founder of ReOrigin, a science-based firm that helps companies, cities, and professional service firms understand climate risk and form climate strategy. He serves on the boards of Ballad Health, SCORE, the Niswonger Foundation, STREAMWORKS, Music for All, and the Marine Advanced Technology Education Inspiration for Innovation. His other public service includes serving on the advisory boards of the University of Tennessee's Howard H. Baker Center for Public Policy, the Tennessee Registry of Election Finance, and the Tennessee Business Court Rules Commission. Golden recently completed his service on the inaugural Board of Trustees of East Tennessee State University, is an alumnus of Leadership Tennessee, and a frequent speaker on leadership, and education topics.

Opening Notes:

**Personal Goals And Learning
Objectives For The Summit:**

Opening Session: Understanding Current Challenges And The Foundation To Build On Opportunities In Business And Industry

10:15 A.M.

This overview of trends across education and economic development is designed to encourage thinking on the challenges and opportunities in the current context.

Anticipated Topics:

K-12 education, higher education, college access, career readiness, economic mobility, upskilling and reskilling talent, labor market trends, educational equity, workforce development, and education-to-workforce pipeline

SPEAKERS



MODERATOR

Senator Bill Frist, MD Founder & Board Chairman, SCORE

Senator Frist is a special partner at healthcare firm Cressey & Co. and founder/partner of Frist-Cressey Ventures. A former heart and lung transplant surgeon, he served Tennessee in the US Senate for 12 years (as US Senate Majority Leader from 2003 to 2007), and is the voice of the podcast “A Second Opinion.” (Asecondopinionpodcast.com). Frist currently serves on the boards of Teladoc Health, Accolade, Select Medical, SmileDirect Club, and GSAH-N, as well as the Robert Wood Johnson Foundation and The Nature Conservancy. He cofounded Aspire Health, formerly the nation’s largest provider of nonhospice, community-based palliative care. Frist majored in health policy and international relations at Princeton’s Woodrow Wilson School of Public and International Affairs before graduating from Harvard Medical School and completing surgical training at Massachusetts General Hospital and a transplant fellowship at Stanford. He went on to found and direct the Vanderbilt Multi-Organ Transplant Center. Frist founded and now leads the global health nonprofit Hope Through Healing Hands, as well as the Tennessee State Collaborative on Reforming Education (SCORE), and NashvilleHealth, a collective impact organization focused on improving the health and well-being of Middle Tennesseans.



Dr. Celeste Carruthers William F. Fox Distinguished Professor of Labor Economics in the Haslam College of Business, University of Tennessee, Knoxville

Dr. Carruthers’ research centers on education policy with crossovers into public economics, labor economics, and economic history. Her recent and ongoing projects examine career and technical education, the effect of financial aid on college choices, and the consequences of segregated schools in the US during the early 20th century. Carruthers teaches graduate and undergraduate courses in public expenditure analysis, causal inference, and econometrics. She is Editor-in-Chief of the Economics of Education Review, a Research Associate at the National Bureau of Economic Research, a member of the CTE Research Network at the American Institutes for Research, a Baker Expert at the Howard H. Baker Jr. Center for Public Policy, and a former faculty advisor to several fellows in the Harvard Graduate School of Education Strategic Data Project. Before arriving at UT in 2009, Carruthers earned a PhD in economics from the University of Florida, an MA in economics from the University of New Hampshire, and a BA in economics and accounting from Appalachian State University.



Dr. Stephen Moret
President & CEO, Strada Education Foundation

During his career, Moret has crafted public-private partnerships and higher education-workforce development programs that have enabled thousands to secure better jobs. He previously served as president and CEO of the Virginia Economic Development Partnership (VEDP), where he led

Virginia’s successful state-and-local team bid for Amazon’s HQ2. At VEDP, Moret collaborated with university presidents and state leaders to envision, design, and implement Virginia’s \$1.1-billion Tech Talent Investment Program to double the number of degrees in computer science conferred each year and created the Virginia Tech Innovation Campus. Moret served as secretary of Louisiana Economic Development (LED) and created two of the top-ranked state workforce development programs in the country: LED FastStart and the Virginia Talent Accelerator Program. He earned an MBA from Harvard Business School and a doctorate in higher education management from the University of Pennsylvania, where his research focused on the links between higher education and the labor market. Moret recently served as a member of the Harvard University Skills and Employability Task Force.



Cheryl Oldham
Vice President of Education Policy at the US Chamber of Commerce and Senior Vice President of the Education and Workforce Program of the US Chamber of Commerce Foundation

In her role with the US Chamber of Commerce Foundation, Oldham serves on the senior leadership team informing strategic direction in addition to leading education and workforce strategy. She sets the vision and manages a multimillion-dollar program of work around early childhood education and childcare, K-12 education, and postsecondary education, skills, and training. She has experience in public policy development and implementation as well as project management and government relations. Her previous experience includes eight years in President George W. Bush’s administration, serving as acting assistant secretary for postsecondary education at the US Department of Education. Oldham was appointed executive director of the Commission on the Future of Higher Education and served on the State Council of Higher Education in Virginia. She serves on the Achieve Workforce Fund Advisory Board and Strategic Education Inc.’s Hire Board. Oldham received her JD from St. Mary’s University School of Law and a BA from Texas Christian University.

Reflection Question: *What do you think are the challenges and opportunities in the current context in education and workforce development?*

Challenges:

Opportunities:

Notes:

Spark Session: Transforming Education And Workforce Success

10:45 A.M.

This session will spark understanding of how business- and industry-led education and workforce training models support students in attaining credentials and meaningful work experience to achieve their college and career goals. A round of “lightning talks” will focus on action and impact from business leaders and organizations to spotlight models in education-to-work pathways and programs to support the talent pipeline.

Reflection and discussion on business and industry needs to follow.

Anticipated Topics:

Innovation, employer talent development strategy, business and industry partnerships, capacity building, economic and community development, workforce development, and education-to-workforce data

SPEAKERS



MODERATOR

David Golden

CEO of East Tennessee State University Research Corporation and the Allen and Ruth Harris Chair of Excellence in the East Tennessee State University College of Business and Technology



JD Hickey, MD

Chief Executive Officer, BlueCross BlueShield of Tennessee

As CEO of BlueCross BlueShield of Tennessee, Hickey is responsible for aligning the mission, values, and strategic goals for the state’s largest health plan. With both a medical and legal background, he brings a unique perspective to guiding the leadership team responsible for daily service to millions of members. Prior to his appointment as CEO, Hickey served as Executive Vice President and Chief Operating Officer for BlueCross and as President and CEO of BlueCare Tennessee, a Medicaid managed-care subsidiary. Before joining BlueCross in 2011, he was a partner at McKinsey & Company and served as director of TennCare, Tennessee’s Medicaid program. Hickey serves on the board of the Blue Cross Blue Shield Association, America’s Health Insurance Plans, the National Institute of Health Care Management, and the SCORE. He holds a BA from Colgate University, a medical degree from Duke University School of Medicine, and a JD from Duke University School of Law.



Jason Kloth

President & CEO, Ascend Indiana

Kloth joined the Central Indiana Corporate Partnership (CICP) in 2015 and serves as Founding President & CEO of Ascend Indiana, CICP’s sixth initiative that focuses on talent and workforce development across Indiana. He leads the development and implementation of the Ascend Network, Ascend Services, and offers thought leadership to ensure that Indiana is a place of economic opportunity for all. Prior to launching Ascend, Kloth served as Deputy Mayor for the city of Indianapolis and held a variety of leadership positions at Teach For America. He began his career teaching sixth grade in the Rio Grande Valley of Texas, where his peers elected him Teacher of the Year. An active community volunteer, Kloth serves on the boards of Ivy Tech Community College and UNCF. He holds a BA from the University of Illinois at Urbana-Champaign.



Lane McBride
Managing Director & Senior Partner, Boston Consulting Group

McBride currently leads the North American Education, Employment, and Welfare team at BCG. For the past 15 years, his work at BCG has focused on the education sector, spanning

early education to higher education, public systems, private foundations, UN organizations, global and national NGOs, companies serving the sector, and investors. Over the past decade, his work related to Tennessee education has included the Memphis-Shelby school district merger (planning and implementation phases), Tennessee’s successful Preschool Development Grant application, early literacy efforts in Memphis/Shelby County, Chattanooga 2.0, BlueSky Institute, and multiple statewide efforts with SCORE. McBride leads BCG’s relationship with global social impact partner Teach For All and is a board member of the Thurgood Marshall College Fund. He holds a BA in government from the University of Virginia.



Ted Townsend
President & CEO, Greater Memphis Chamber

A native Memphian with years of experience in economic development and government relations, Townsend joined the Chamber as Chief Economic Development Officer in 2020. During

his tenure, Townsend has leveraged data to build a compelling narrative leading the region to historic wins and its best year ever for economic development in 2021. One of those record-breaking wins was the single largest private investment in Tennessee history: Ford and SK Innovation’s \$5.6 billion, 6,000-job BlueOval City electric vehicle and battery manufacturing campus. Prior to joining the Chamber, Townsend served as the first-ever Chief Economic Development and Government Relations Officer at the University of Memphis (UofM). He has held various roles at the Tennessee Department of Economic and Community Development, including Deputy Commissioner and Chief Operating Officer. Before entering public service, he was co-founder and Chief Operating Officer of Memphis-based arGentis Pharmaceuticals Inc. Townsend holds a degree in organizational leadership from UofM and is a graduate of Leadership Tennessee and the Leadership Memphis Executive Program.

Reflection Questions: *What topics or strategies should be leveraged in Tennessee from the spark sessions?*

What are the key themes across the different programs and models?

What topics or strategies could you/your company/organization support?

| Spotlight: | Key Takeaways And Ideas: |
|-------------------------------------|--------------------------|
| Ascend Indiana | |
| Greater Memphis Chamber | |
| BlueSky Tennessee Institute | |
| Education and Employer Partnerships | |

12:00 P.M.

Lunch Begins

SCORE Institute: Using Data And Driving Innovation For the Future Of Work

12:30 P.M.

This session spotlights the importance of linking K-12, postsecondary education, and workforce and economic development data, offering insights and strategies from national experts.

Anticipated Topics:

State longitudinal data systems, higher education attainment, K-12 education, higher education, data analytics, education-to-workforce pathways, future of work, and workforce development

SPEAKERS



Anne Wicks

Ann Kimball Johnson Director of Education and Opportunity, George W. Bush Institute

Wicks develops and oversees the policy, research, and engagement work of GWBI's Education and Economic Growth teams, which focus on accountability, literacy, pathways to opportunity, immigration, and economic mobility. She currently serves as a board member for

Dallas Afterschool and Instruction Partners. Before joining the Bush Institute, Wicks served as an Associate Dean at the University of Southern California's Rossier School of Education. Her portfolio included communications, advancement, and a variety of special projects, including the launch of Ednovate Charter Schools. Over her career, she held roles at Teach for America, the Lucile Packard Foundation for Children's Health, and Stanford University. Wicks holds a BA in American studies and an MA in education from Stanford University as well as an MBA from the University of Southern California. A former captain of Stanford's women's volleyball team, she was part of three national championship teams, two as a player and one as an assistant coach. She is the parent of a public school student.



Dr. Chauncy Lennon

Vice President for Learning and Work and Senior Strategy Advisor, Lumina Foundation

Dr. Lennon leads Lumina's community college strategy to equitably expand access to high-quality short-term credentials and associate degrees. He joined Lumina in 2018 after nearly five years as Managing Director for Workforce Strategy at JPMorgan Chase & Co., where he drove the firm's \$350 million investment in philanthropic initiatives. At the Ford Foundation, he managed portfolios that were related to economic advancement and workforce development. Lennon serves on the board of the City University of New York Research Foundation and is a board observer of two education technology firms: Beam, a cloud-based platform providing equitable and fast delivery of education and public benefits programs, and Noodle, the nation's fastest growing online higher education network. Lennon is a graduate of Williams College and holds a doctorate in anthropology from Columbia University. He taught urban studies at Barnard College and Columbia's School of International and Public Affairs.

| Keynote Presentation: | Relevant Resources: | Key Takeaways And Ideas: |
|----------------------------------|---|--------------------------|
| <p>Anne Wicks</p> | <p>Education and Workforce Pipeline Tool (George W. Bush Institute): https://pipeline.bushcenter.org/</p>  | |
| <p>Dr. Chauncy Lennon</p> | <p>A Stronger Nation (Lumina Foundation): https://www.luminafoundation.org/stronger-nation</p>  | |

Panel Discussion: Improving Transitions Through Data Sharing Across K-12, Higher Education, And The Workforce

1:00 P.M.

This session of reflection and discussion looks at the importance of longitudinal data and how to take action.

Anticipated Topics:

State longitudinal data systems, higher education attainment, K-12 education, higher education, data analytics, education-to-workforce pathways, future of work, and workforce development

SPEAKERS



MODERATOR

Tara Scarlett

President & CEO of the Scarlett Family Foundation and Chair of the Tennessee Higher Education Commission

Scarlett has been an active advocate for education reform for 20 years and has served as a board member of the Scarlett Family Foundation since its founding in 2005. She has an extensive track record in the private sector track for innovative leadership and a proven ability to bring people together to achieve results. Under Scarlett's leadership and direction, the Scarlett Family Foundation has made a major and meaningful impact on early literacy, public education, and college and career readiness and success across Middle Tennessee. She serves as Chairwoman of the Tennessee Higher Education Commission and of Tennessee's Education and Innovation Commission. Scarlett also serves as a board member for Tennesseans for Quality Early Education, Communities in Schools of Tennessee, and SCORE. Previously, Scarlett held marketing leadership roles for The Coca-Cola Company North America and Mars Petcare North America. She attended Scales Elementary, is a graduate of Harpeth Hall School, holds a BA from Ohio Wesleyan University, and a master of education policy and leadership from American University.



Dr. Chauncy Lennon

Vice President for Learning and Work and Senior Strategy Advisor, Lumina Foundation



Anne Wicks

Ann Kimball Johnson Director of Education and Opportunity, George W. Bush Institute



**Commissioner
Deniece Thomas**
Tennessee Department of Labor
and Workforce Development

Thomas started her career with the state of Tennessee in 2007, working in the Clarksville American Job Center. Over

the years, she has risen through the ranks of the department as a Director, Assistant Administrator, Assistant Commissioner and Deputy Commissioner. Thomas is a member of the National Association of State Agencies, the previous chair of the Employment and Training Committee, and a past member of both the Veterans Committee and the National Apprenticeship Workgroup. She also serves as the State Workforce Liaison for the National Governor's Association and as a member of the Tennessee Advisory Council on Intergovernmental Relations. A 2014 Graduate of LEAD Tennessee Alliance 5 and Leadership Tennessee Class VIII, she holds an MA in civic leadership from Lipscomb University and a BA from the University of Alabama, Birmingham.



**Commissioner Lizzette
Gonzalez Reynolds**
Tennessee Department of
Education

Reynolds' career reflects a deep commitment to education policy and advocacy, including school

accountability, college and career pathways, and public and private school choice. Prior to taking the role of Commissioner at TDOE, Reynolds served as Vice President of Policy at ExcelinEd. She also served as Deputy Legislative Director for then-Governor George W. Bush, Special Assistant in the Office of Legislation and Congressional Affairs for US Secretary of Education Rod Paige, Regional Representative for US Secretary of Education Margaret Spellings, and Chief Deputy Commissioner at the Texas Education Agency. Reynolds earned her undergraduate degree from Southwestern University.

Reflection Questions: *What are potential data system solutions or areas you would like to investigate more?*

Why is it important to link and understand education to workforce pipeline data?

What topics or strategies should be leveraged in Tennessee to improve transitions for students across K-12 education, higher education, and the workforce?

Notes and Key Takeaways:

Fireside Chat: Building Momentum For The Future Of Work Through Pathways, Partnerships, And Innovations

1:45 P.M.

This session offers insights to collectively work on a focused strategy and transformative vision for education-to-workforce alignment in Tennessee.

Anticipated Topics:

Future of work, technology and innovation, business and entrepreneurship, talent development, artificial intelligence, workforce development, economic mobility, labor market trends, educational equity, higher education, community colleges, employer partnerships, and education-to-workforce pipeline.

SPEAKERS



Senator Bill Frist, MD
Founder & Board Chairman, SCORE



Dr. Joseph Fuller
Professor of Management Practice in General Management and Co-Leader of Managing the Future of Work, Harvard Business School

Dr. Fuller helps lead the Managing the Future of Work initiative at Harvard and currently teaches in the MBA program. A 1981 graduate of the school, Fuller was a founder and first employee of the global consulting firm, Monitor Group, now Monitor-Deloitte. He served as Chief Executive Officer of its commercial consulting operations until 2006 and remained a Senior Advisor to the firm until its acquisition by Deloitte in 2012. During his three decades in consulting, Fuller worked with senior executives and policymakers on a variety of issues related to corporate strategy and national competitiveness. He has deep experience in industries with a heavy reliance on technology — such as life sciences, ICT and the defense and aerospace industries. He is currently researching the evolution of the role of CEOs and the C-suite in public companies.

Reflection Questions: *What are potential solutions for business and industry to collaborate and partner with education?*

How can Tennessee move forward to set state-level priorities and a vision for innovation and transformation in education to workforce success?

Notes and Key Takeaways:

Closing Call to Action

2:30 P.M.

We'll look at action items that bring together learnings from the day and offer next steps.

SPEAKER



Jordan Mollenhour
Member of the Tennessee
State Board of Education &
Tennessee business leader

Reflection Questions: *Based on learnings from the summit, what are the key challenges and opportunities that Tennessee needs to address?*

What policies, programs, or innovations did you learn about from the Future Forward Summit that Tennessee should elevate?

What are potential areas of collaboration, partnership, or collective action for education and industry leaders?

Closing Reflections:

Action Steps:

Extra Notes:

Future Forward Policy Opportunities and Resources

Education plays a critical role in equipping students with the skills and knowledge to succeed in a career that enables economic independence. Whether through classroom learning in K-12 or programs of study in postsecondary, it's clear that a student's preparation for work while in school has a significant impact on their earnings over the course of a lifetime. Tennessee has taken important steps to strengthen student outcomes in K-12 and postsecondary education, and we must also ensure that the preparation students receive in education sets them up for success when they enter the workplace.

Throughout summer 2023, SCORE hosted a SCORE Institute Series, **Preparing Tennessee Students For Careers**, focused on exploring innovative solutions to better connect education and workforce need. The topics from the series focused on a variety of ways to ensure more students are on paths to earn degrees and credentials that lead to careers that enable economic independence. The series explored skills students need to know to succeed in jobs, industry-informed high school models that are meeting urgent workforce needs, how to better connect education and work pathways in rural areas, opportunities to accelerate success for historically underserved groups — Black males in particular — from K-12 education to career, and using data and driving innovation for the future of work. Although these are not the only solutions that will support students on their paths from K-12 to career, the following policy opportunities were explored throughout the series.

Students in Tennessee need a pathway from education to work that opens the door to economic independence. Business and industry leaders should play a key role in informing and supporting preparation from K-12 through postsecondary to workforce readiness. Our state can build a stronger economy by ensuring that students are prepared with credentials and degrees for the jobs of tomorrow. The Future Forward Summit begins the process of developing an aligned strategy for transforming education-to-workforce success in Tennessee.

[View SCORE Policy Memos On Preparing Students For Careers](#)



➤ **Today's Workforce Skills: Tennessee must embed today's workforce skills — both durable and in-demand, technical skills — into student learning at both the K-12 and postsecondary levels.** Durable skills remain highly valued in today's job market. These skills — such as critical thinking, communication, and leadership — should be paired with in-demand, technical skills in K-12 and postsecondary learning so that students are prepared to succeed on the job in Tennessee. SCORE recommends a focus on the following policy areas to prepare students for today's workforce skills:

- *Strengthen and use connections between education and workforce data* to determine whether the state's existing education programs are leading to desired workforce outcomes for Tennesseans.
- *Embed workforce and postsecondary metrics into Tennessee's K-12 accountability system*, making sure the state's Ready Graduate indicator holds high schools more accountable to providing students with college and career opportunities that meet in-demand workforce needs.
- *Incentivize work-based learning opportunities across high schools and postsecondary institutions*, providing students with the space to learn durable skills paired with technical knowledge to succeed in the workplace.
- *Develop a statewide definition for quality noncredit training programs* to embed these programs into high school and postsecondary programs of study that are aligned to the state's urgent workforce needs.

➤ **High School Models That Lead To Jobs: Tennessee must expand industry-informed high school models that lead to jobs for students.**

These models are one important strategy to reimagine education-to-work pathways, providing students with the opportunity to earn industry-recognized credentials alongside a high school diploma and have the opportunity to transition into the workforce immediately or pursue further learning. SCORE recommends a focus on the following policy areas to expand high school models that lead to jobs:

- *Develop a definition for credentials of value* by leveraging statewide longitudinal data coupled with cross-sector partnership to determine which credentials offered in Tennessee hold the highest value in preparing students for high-wage, high-demand jobs.
- *Create a grant fund to support start-up models* that are led by industry and developed in partnership with K-12 schools to provide students with credentials and learning to succeed in a career.
- *Create a designation process to elevate high school models that provide postsecondary credentials* to students to recognize and reward high school models that provide students with high-demand, high-wage credentials alongside a high school diploma.
- *Increase access to these opportunities by removing financial barriers for students* by expanding the definition of the Middle College Scholarship (a scholarship for students participating in a school model that leads to additional training beyond a high school diploma) to include students attending a district-run school, charter school, college of applied technology, or university.

➤ **Rural Pathways To Workforce Readiness: Tennessee must leverage rural collaboratives to create pathways for workforce readiness in the state’s rural areas.** About one-third of Tennessee students attend school in a rural area, and these regions face unique resource barriers and geographic constraints that can prohibit students from accessing meaningful college and career experiences that prepare them for work. SCORE recommends a focus on the following policy areas to leverage rural collaboratives in creating more pathways to workforce readiness for rural students:

- *Expand the state’s innovative high school models program to provide an additional focus on rural collaboratives and staffing*, ensuring school districts have an incentive to work together to share resources in creating more college and career pathways aligned to workforce need for students.
- *Incentivize staffing strategies that expand access to qualified instructors*, providing school districts with stipends to incentivize sharing instructors across school districts for hard-to-staff subject areas.
- *Provide grant funds to local collaboratives to strategically use data*, identifying opportunities to partner with employers or postsecondary institutions to develop education-to-work pathways for their rural regions.

➤ **Accelerating Black Male Success: Starting in K-12 and continuing into the workforce, Tennessee must accelerate success for students from historically underserved groups, providing all students — particularly Black males, who, data show, are furthest behind — with the learning and skills to succeed when they exit the education system and enter the workforce.** Black male students are least likely to persist to complete postsecondary training, in turn affecting their ability to earn higher wages and develop in-demand skills in the job market. SCORE recommends a focus on the following policy areas to accelerate Black male success from K-12 to career:

- *Dedicate funding to cohort-based student support initiatives*, including career-focused supports at the postsecondary level to coach students into careers that enable economic independence.
- *Set a renewed education attainment goal that is aligned to workforce needs*, with specific attention to students from historically underserved groups.
- *Reimagine Tennessee’s outcomes-based funding formula* to focus on incentivizing colleges and universities to support students to persist and complete college to earn credentials of value.
- *Dedicate funding to support innovative partnerships between employers and education providers*, with a focus on recruiting and hiring Black males and other students from historically underserved groups.

➤ **Using Data And Driving Innovation For The Future Of Work: Tennessee must use data to drive innovation for the future of work,**

better leveraging and using the state’s longitudinal data system (SLDS) that collects and connects education and workforce data. This would promote better understanding of the state’s education-to-work pipeline and how to better prepare today’s students for the state’s ever-changing economic landscape. Creating a culture of data use is essential to maintaining an effective data system that meets people’s needs and answers their questions. SCORE recommends a focus on the following policy areas to improve access to state education and workforce data to improve workforce readiness:

- *Produce an education-to-workforce pipeline tool that provides up-to-date information about Tennessee’s education programs,* including Career and Technical Education (CTE) in K-12 and higher education programs of study, compared to the top workforce needs statewide and at the regional level.

- *Elevate the state’s existing data governance structure into state law,* providing sustainable governance and vision for access and use of education and workforce data from the leadership of the state agencies that contribute information to the SLDS and protects state investments in data. The administration has invested in using longitudinal data to drive policy decisions and evidence-based budgeting, and Tennessee’s system can better support students, educators, and employers in transforming pathways.
- *Provide grants to school districts, higher education institutions, and employers to use longitudinal data to understand how practice can be improved to strengthen the education-to-work pipeline* for students entering the workforce from K-12 and higher education. School superintendents, community college leaders, and local workforce boards can use the SLDS to explore local education and workforce pathways and provide targeted supports to ensure that Tennesseans can get the credentials they need to meet their employment goals.

Thank you for attending the Future Forward Summit. We look forward to partnering with you to promote economic advancement for every student and to build a stronger, more connected education and workforce system in Tennessee.



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