



Arkansas State University
College of Education and Behavioral Science
5-Year Recruitment and Monitoring Plan
2016-2021

5-Year Recruitment and Monitoring Plan Development Committee Members
Completed Fall Semester, 2016

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One of the primary goals of A-State is to “create a service and support culture that is focused on student learning retention, and academic success.”* To address this goal, the Educational Preparation Program (EPP) organized a Recruitment and Monitoring Plan Committee to analyze and review recruitment efforts in the past, and to develop a 5-year recruitment plan to effectively recruit and retain highly-qualified candidates from diverse backgrounds and in areas of critical shortages. The charge of the committee was to:

- Develop recruitment and monitoring plan that is based on university and college mission, with base points and goals (including academic ability, diversity, and employment needs for five years)
- Develop systematic process that utilizes data on applicants, admittees, and enrolled candidates that are disaggregated by relevant demographics including race/ethnicity, SES, and/or sex.
- Develop systematic process where results are recorded, monitored, and used in planning and modification of recruitment strategies at least annually.
- Plan demonstrates knowledge of and addresses employment opportunities in schools, districts, and/or regions where completers are likely to seek employment.
- Plan includes STEM and ELL special education, and hard-to-staff school needs are explicitly addressed in analysis of shortage areas.
- Plan demonstrates that the influence of employment opportunities on enrollment patterns is monitored and used in recruitment activities
- Plan and its implementation is moving toward greater workforce diversity and ability.

The geographical location, and service to the Delta region within which A-State resides is key to any recruitment efforts and contributes to the successful recruitment of a diverse student population. Recruitment efforts have always emphasized to prospective students that the university’s educational programs are based on vital and evolving curricula that address emerging regional, national, and international priorities. The EPP will continue to monitor candidate demographic information to ensure that it adequately reflects the diversity of districts within the EPP’s service area (District Statistics, Demographic Analysis of Admitted Candidates), as well as state and national trends. The EPP will continue to properly analyze district demographics to cultivate existing and future relationships with schools supporting diverse student populations.

CoEBS MISSION & VISION:

A-State aspires to be known by our commitment to diversity as evidenced by our inclusive work and learning environment, our acceptance of differences as positive and enriching, and our ability to attract, retain, and advance a diverse faculty, staff, and student body.

The Recruitment and Monitoring Plan developed by the committee targeted the following strategies/areas of concern:

- (1) Research
Goal: Analyze the historical profile of enrollment patterns in order to develop targeted recruitment strategies.
- (2) High-Achieving High School Students

Goal: Develop strategies to attract a greater number of high academic achievers into the EPP.

(3) Diversity Populations

Goal: Improve focused recruitment of candidates from diverse backgrounds historically underrepresented in teacher education

(4) Targeted Recruitment in Areas of Critical Shortages

Goal: Develop means to diversify existing candidate pools through targeted recruitment efforts aimed for specific fields, such as mathematics, science, special education, and world languages.

(5) Targeted Undergraduates and Graduates Interested in Teaching

Goal: Increase outreach and advisement to prospective individuals about alternative programs in EPP for those who express an interest in teaching.

(6) Campus Recruiting and Job Fairs

Goal: Develop a special recruitment effort giving visibility to teacher education programs.

(7) On-Line Recruiting

Goal: Develop recruitment strategies using digital media over the next 5 years

* [See Mission & Strategic Plan, Institutional Priorities and Goals - <https://www.astate.edu/a/chancellor/mission-strategic-plan/>].

5-Year CoEBS Recruitment and Monitoring Plan (2016-2021)

Strategy #1 Rationale Goal	Planned Strategies	Action Items	Baseline Points/Outcomes	Individuals Responsible	Timeline & Evaluation
<p>Recruitment Research</p> <p>Rationale: To ensure recruitment strategies are producing desired results, continuously analyze data</p> <p>Goal: Analyze the historical profile of enrollment patterns annually in order to develop targeted recruitment strategies.</p>	<ol style="list-style-type: none"> 1. Compare enrollment patterns with comparable colleges of education in the state 2. Design a report by department to profile those in each major for the past 3 years – characteristics that are helpful in understanding recruitment for each major are ethnicity, age, gender, geographical location (zip code), ACT scores/grades, etc. 3. Work closely with Arkansas Department of Education (ADE) in their implementation of ADE Equitable Access to Excellent Educator’s Plan (8/13/15). 4. Focus on geographical areas, specifically in the Delta for recruiting venues. 	<ol style="list-style-type: none"> a. Gather/analyze and disaggregate enrollment data for all licensure programs, and disaggregate for relevant demographics including race/ethnicity, SES, sex, etc. b. Assess the success of all outreach activities through using specific contact codes and yield analyses c. Disseminate information to relevant department chairs and associate dean and dean of the CoEBS d. Monitor US Department of Education and State reports related to hard-to-staff schools, shortage fields, and K-12 student demographics. 	Year 1: 2016-2017 <ul style="list-style-type: none"> • Analyze data • Establish Baseline Data • Disseminate information 	a.-d. CAEP Coordinator a.-d. Data Coordinator	Spring 2017
			Year 2: 2017-2018 <ul style="list-style-type: none"> • Update Baselines • Analyze data • Disseminate information 		Spring 2018
			Year 3: 2018-2019 <ul style="list-style-type: none"> • Update Baselines • Analyze data • Disseminate information 		Spring 2019
			Year 4: 2019-2020 <ul style="list-style-type: none"> • Update Baselines • Analyze data • Disseminate information 		Spring 2020
			Year 5: 2020-2021 <ul style="list-style-type: none"> • Update Baselines • Analyze data • Disseminate information 		Spring 2021

Strategy #2 Rationale Goal	Planned Strategies	Action Items	Baseline Points/Outcomes	Individuals Responsible	Timeline & Evaluation
<p>High-achieving High School Students</p> <p>Rationale: In order to meet the teaching demands in the local area, state, and the nation, it is important to target high-achieving high school students.</p> <p>Goal: Develop strategies to attract a greater number of high academic achievers into the EPP</p>	<ol style="list-style-type: none"> Strengthen recruitment efforts: Improve marketing and communications through outreach and advertisements. Enhance contact and cooperation within the local school districts; maintain existing partnership schools and add new ones. Provide innovative, high-quality access to opportunities that exemplify excellence in teaching and learning for targeted population. 	<ol style="list-style-type: none"> Participate in early prospective teacher identification initiatives through secondary school surveys, high school counseling, motivational workshops, and advanced placement courses. Communicate with honors students about the availability of financial support (e.g., external scholarships, financial aid, loan forgiveness programs) through improved website resources, financial counseling, and Honors Program. Collaborate with the A-State Summer Camp Academy to implement summer program for high school juniors and seniors who are potential education majors. Collaborate with school district personnel for sharing information at events such as college fairs, senior nights, and open houses. Work with the university K-20 Initiatives to partner with schools in offering concurrent credit for the Teacher Cadet Program. 	Year 1: 2016-2017 <ul style="list-style-type: none"> Establish Baseline Data for a-e. 	a.-e. CoEBS Academic Advisor a.-e. Dept. Chairs	Spring 2017
			Year 2: 2017-2018 <ol style="list-style-type: none"> Increase Baseline 2% Develop/Maintain Develop/Maintain Increase Baseline by 2% Increase Baseline by 2% 	a.-e.ERZ Director e. Teacher Cadet Liaison	Spring 2018
			Year 3: 2018-2019 <ol style="list-style-type: none"> Increase Baseline 3% Develop/Maintain Develop/Maintain Increase Baseline by 3% Increase Baseline by 3% 	Other Participants A-State Office of Recruitment	Spring 2019
			Year 4: 2019-2020 <ol style="list-style-type: none"> Increase Baseline 3% Develop/Maintain Develop/Maintain Increase Baseline by 3% Increase Baseline by 3% 	Director of Honors Program Director of K-20 Initiatives	Spring 2020
			Year 5: 2020-2021 <ol style="list-style-type: none"> Increase Baseline 3% Develop/Maintain Develop/Maintain Increase Baseline by 3% Increase Baseline by 3% 		Spring 2021

Strategy #3 Rationale Goal	Planned Strategies	Action Items	Baseline Points/Outcomes	Individuals Responsible	Timeline & Evaluation
<p>Diverse Populations</p> <p>Rationale: Candidates are not representative of the P-12 students currently served. To meet the needs of a diverse population, it is imperative to recruit high quality teachers from within this population.</p> <p>Goal: Improve focused recruitment of candidates from diverse backgrounds historically underrepresented in teacher education</p>	<ol style="list-style-type: none"> Increase minority enrollment in teacher education programs. Enhance existing university programs aimed at retention, support, and success for candidates from diverse populations. Review, revise, and expand efforts to recruit and retain academically well-prepared students from culturally diverse populations and other underrepresented groups. Improve support for assisting candidates from diverse backgrounds in gaining admission teacher education programs Using Arkansas Department of Education data, target high schools with high Hispanic populations Engage in Hispanic community programs to encourage consideration of education careers 	<ol style="list-style-type: none"> Develop a targeted outreach plan with schools in the Delta to offer resources to support the recruitment, enrollment, and retention of students from diverse backgrounds. Build on successful programs and identify university policies and practices that inadvertently serve as barriers to academic progress and achievements of underrepresented candidates by developing strategies for transforming such practices. Partner with Office of Diversity and Financial Aid to identify prospective students and secure support to increase direct and competitive scholarships for a greater number of exceptionally qualified diverse population of future teachers. Work with Testing Center and other relevant personnel/offices to offer support, including improving test-taking skills and providing academic counseling and tutoring to assist with passing admission exams for teacher education. Develop a plan to work with and recruit ELL students into EPP programs 	Year 1: 2016-2017 a. Develop targeted outreach plan b. Identify successful programs/policies c. Develop plan w/targeted offices to increase support d. Develop plan w/Testing Advisors to increase support e. Develop ELL Plan	Director, PEP Office Internship Coordinator, PEP Office a.-e. CoEBS	Spring 2017
			Year 2: 2017-2018 a. Implement outreach plan b. Increase successful prog/policies 2% c. Increase Support 2% d. Increase Support 2% e. Implement ELL Plan Collect Baseline Data on All	Academic Advisor CoEBS Diversity Committee	Fall and Spring 2018
			Year 3: 2018-2019 a. Increase outreach plan 2% b. Increase successful prog/policies 2% c. Increase Support 2% d. Increase Support 2% e. Increase ELL Participation 2%	c. CoEBS Scholarship Committee Other Participants A-State Chief Diversity Officer	Fall and Spring 2019
			Year 3: 2018-2019 a. Increase outreach plan 2% b. Increase successful prog/policies 2% c. Increase Support 2% d. Increase Support 2% e. Increase ELL Participation 2%	A-State Director of Testing	Fall and Spring 2020
			Year 3: 2018-2019 a. Increase outreach plan 2% b. Increase successful prog/policies 2% c. Increase/Maintain Support 2% d. Increase/Maintain Support 2% e. Increase ELL Participation 2% Re-evaluate all		Fall and Spring 2021

Strategy #4 Rationale Goal	Planned Strategies	Action Items	Baseline Points/Outcomes	Individuals Responsible	Timeline & Evaluation
<p>Targeted Recruitment in Areas of Critical Shortage</p> <p>Rationale: School employment needs in critical shortage (e.g., math, science, special education, etc.) not met. These critical shortage areas must be specifically targeted to recruit more teachers.</p> <p>Goal: Develop means to diversify existing candidate pools through targeted recruitment efforts aimed for specific fields, such as mathematics, science, special education, and world languages.</p>	<p>1. Organize or support student groups that promote teaching in critical shortage areas/fields</p> <p>2. Work with STEM Directors to recruit teachers in math and science</p> <p>3. Work with special education faculty to recruit teachers in special education</p> <p>NOTE: Arkansas State University does not provide a program for the Arkansas ELL endorsement</p>	<p>a. Create (or maintain) and support student chapters (i.e. CEC, NSTA, AMLE, NCTM, ACTFL, Kappa Delta Pi, etc.) to encourage interest and awareness about these areas of teaching.</p> <p>b. Target community events to specifically encourage interest in critical shortage areas.</p> <p>c. Present program information to undecided majors within first year experience (FYE) course.</p> <p>d. Develop a plan to utilize staff on our off-site campuses to recruit teachers in critical shortage areas.</p> <p>e. Develop plan with STEM Directors to increase enrollment of candidates to be teachers in math and science</p>	<p>Year 1: 2016-2017</p> <p>a. Identify existing student groups. Develop plan to increase awareness</p> <p>b. Identify community events as potential recruitment venues.</p> <p>c. Identify or develop materials for recruitment efforts</p> <p>d. Develop plan for outreach to recruit</p> <p>e. Develop plan with STEM Directors</p>	<p>b.-d. CoEBS Academic Advisor</p> <p>c. Program Directors</p> <p>a. Leaders of Student Chapters</p> <p>e. STEM Directors</p>	Spring 2017
			<p>Year 2: 2017-2018</p> <p>a. Increase groups by 5%</p> <p>b. Participate in community events.</p> <p>c. Disseminate program information</p> <p>d. Implement plan for outreach</p> <p>e. Implement plan with STEM Directors</p>		Fall and Spring 2018
			<p>Year 3: 2018-2019</p> <p>a. Increase groups by 5%</p> <p>b. Increase participation by 5%</p> <p>c. Increase dissemination by 5%</p> <p>d. Increase recruits by 5%</p> <p>e. Increase enrollment by 5% in math/sci</p>		Fall and Spring 2019
			<p>Year 4: 2019-2020</p> <p>a. Increase groups by 5%</p> <p>b. Increase participation by 5%</p> <p>c. Increase dissemination by 5%</p> <p>d. Increase recruits by 5%</p> <p>e. Increase enrollment by 5% in math/sci</p>		Fall and Spring 2020
			<p>Year 5: 2020-2021</p> <p>a. Increase groups by 5%</p> <p>b. Increase participation by 5%</p> <p>c. Increase dissemination by 5%</p> <p>d. Increase recruits by 5%</p> <p>e. Increase enrollment by 5% in math/sci</p>		Fall and Spring 2021

Strategy #5 Rationale Goal	Planned Strategies	Action Items	Baseline Points/Outcomes	Individuals Responsible	Timeline & Evaluation
<p>Targeted Undergraduates & Graduates Interested in Teaching</p> <p>Rationale: In order to ensure a supply of highly qualified teachers are ready to meet local, state and national demands of school districts over the next 5 years, it is important to recruit from existing pools of candidates.</p> <p>Goal: Increase outreach and advisement to prospective individuals about alternative programs in EPP for those who express an interest in teaching.</p>	<p>1. Implement a systematic approach to attract and support high quality candidates from a broad range of educational backgrounds (i.e. students in other colleges across the University as well as professionals in the community).</p>	<p>a. Collaborate with other colleges outside CoEBS to establish a path that leads to licensure in teaching.</p> <p>b. Develop and implement programs comparable to alternative licensure programs or other college-level outreach and pipeline programs</p> <p>c. Have plan to attract high-quality candidates from other colleges</p>	<p>Year 1: 2016-2017</p> <p>a. Begin discussions with other colleges (beginning with critical shortage areas in math, science, etc.) about establishing a path that leads to licensure</p> <p>b. Explore programs comparable to alternative licensure</p> <p>c. Develop plan</p>	<p>c. CoEBS Academic Advisor</p> <p>a.-b. Dept. Chairs</p> <p>a.-b.MAT Program Coordinators</p>	<p>Spring 2017</p>
			<p>Year 2: 2017-2018</p> <p>a. Develop Pilot program that lead to alternative license in critical shortage</p> <p>b. Implement alternative licensure program</p> <p>c. Implement plan</p>		<p>Spring 2018</p>
			<p>Year 3: 2018-2019</p> <p>a. Maintain and expand ALP</p> <p>b. Maintain and expand ALP</p> <p>c. Continue Implementation. Increase enrollment by 2%</p>		<p>Spring 2019</p>
			<p>Year 4: 2019-2020</p> <p>a. Maintain and expand ALP</p> <p>b. Maintain and expand ALP</p> <p>c. Continue Implementation. Increase enrollment by 2%</p>		<p>Spring 2020</p>
			<p>Year 5: 2020-2021</p> <p>a. Maintain and expand ALP</p> <p>b. Maintain and expand ALP</p> <p>c. Continue Implementation. Increase enrollment by 2%</p>		<p>Spring 2021</p>

Strategy #6 Rationale Goal	Planned Strategies	Action Items	Baseline Points/Outcomes	Individuals Responsible	Timeline & Evaluation
<p>Campus Recruiting and Job Fairs</p> <p>Rationale: In order to ensure a supply of highly qualified teachers are ready to meet local, state and national demands of school districts over the next 5 years, it is important to create new venues and/or use existing venues to attract candidates into the teaching profession.</p> <p>Goal: Develop a special recruitment effort giving visibility to teacher education programs.</p>	<p>1. Design a comprehensive recruitment effort with innovative and effective recruitment initiatives.</p> <p>2. Implement a retention program focused on improving advisement, mentoring, and educational opportunities.</p>	<p>a. Redesign college/program brochures and websites with the intent of improving communications to attract candidates.</p> <p>b. Implement CoEBS Student Ambassadors to give tours, attend college nights, and assist with other recruitment and retention projects.</p> <p>c. Develop a coordinated effort for recruiting future teachers for presentation during campus recruitment events.</p>	<p>Year 1: 2016-2017</p> <p>a. AA review existing brochures/web</p> <p>b. Develop guidelines for Ambassadors</p> <p>c. Develop plan</p>	<p>a. –c. CoEBS Academic Advisor</p>	<p>Spring 2017</p>
			<p>Year 2: 2017-2018</p> <p>a. Distribute new brochures</p> <p>b. Implement Ambassador Program</p> <p>c. Implement Coordinated Effort Plan</p>	<p>a.-c.Dept. Chairs</p>	<p>Fall and Spring 2018</p>
			<p>Year 3: 2018-2019</p> <p>a. Maintain</p> <p>b. Maintain</p> <p>c. Maintain</p>	<p>Other Participants A-State Office of Recruitment</p>	<p>Fall and Spring 2019</p>
			<p>Year 4: 2019-2020</p> <p>a. Maintain</p> <p>b. Maintain</p> <p>c. Maintain</p>		<p>Fall and Spring 2020</p>
			<p>Year 5: 2020-2021</p> <p>a. Maintain</p> <p>b. Maintain</p> <p>c. Maintain</p>		<p>Fall and Spring 2021</p>

Strategy #7 Rationale Goal	Planned Strategies	Action Items	Baseline Points/Outcomes	Individuals Responsible	Timeline & Evaluation
<p>Online Recruiting</p> <p>Rationale: Many potential candidates are young, either fresh out of high school, looking to earn a college degree, to train for a new career, or are relocating to a new area. Using recruitment announcements online through social media will be an effective and economical than using more traditional forms of advertising and will provide recruitment opportunities for a targeted group of candidates that other recruitment efforts do not.</p> <p>Goal: Develop recruitment strategies using digital media over the next 5 years</p>	<p>1. Collaborate with A-State Instructional Technology (IT) Department to develop Online recruiting for EPP.</p> <p>2. Collaborate with Office of Recruitment to develop a social media presence for outreach to students in high schools and junior college</p>	<p>a. Meet with A-State Instructional Technology Department to Develop Online Recruiting for EPP, including utilizing CoEBS webpage and social networking sites.</p> <p>b. Gather video vignettes of testimonials from current students discussing why they chose to be in the Teacher Education program and their experiences</p>	<p>Year 1: 2016-2017</p> <p>a. Meet with Chairs; discuss possibilities</p> <p>b. AA work with recruitment office</p>	<p>a.-b.CoEBS Academic Advisor</p> <p>a.b.Dept. Chairs</p>	<p>Spring 2017</p>
			<p>Year 2: 2017-2018</p> <p>a. Develop plan for developing online recruitment tools; begin implementing Spring 2018</p> <p>b. Continue collaborative efforts</p>	<p>a.b.ERZ Director</p> <p>Other Participants IT Director</p>	<p>Fall and Spring 2018</p>
			<p>Year 3: 2018-2019</p> <p>a. Develop plan for developing online recruitment tools; begin implementing Spring 2018</p> <p>c. Continue collaborative efforts</p>	<p>A-State Office of Recruitment</p>	<p>Fall and Spring 2019</p>
			<p>Year 4: 2019-2020</p> <p>a. Maintain</p> <p>b. Maintain</p>		<p>Fall and Spring 2020</p>
			<p>Year 5: 2020-2021</p> <p>a. Evaluate, Make changes</p> <p>b. Evaluate, Make changes</p>		<p>Fall and Spring 2021</p>