

**NORTHEASTERN STATE UNIVERSITY COLLEGE OF EDUCATION
RECRUITMENT & RETENTION PLAN
(2023-2028)**

College of Education Mission Statement: The College of Education is committed to continuous improvement by achieving results through rigor, relevance, relationships, and responsibility, thus facilitating the transformation of candidates to highly qualified professionals in a diverse global society.

College of Education Vision Statement: The College of Education shapes the future of its region as the educational partner of choice by effectively preparing educators, professional school personnel, and other allied professionals to have a positive impact on the lives of students, families, and communities.

GOALS

RECRUITMENT GOAL 1:

The College of Education will increase enrollment of students from all population entities.

RECRUITMENT GOAL 2:

The College of Education will be transparent about its recruitment strategies and how success will be measured.

RETENTION GOAL 1:

The College of Education will develop and implement innovative strategies to retain students for all programs within the college.

RETENTION GOAL 2:

The College of Education will be transparent about its retention strategies and how success will be measured.

RECRUITMENT GOALS STRATEGIES

RECRUITMENT GOAL 1:

The College of Education will increase enrollment of students from all population entities.

IMPLEMENTATION GOAL 1 RECRUITMENT STRATEGIES					
Steps to Accomplish Goals				Progress Monitoring	
Strategy & Alignment to OSRHE Blueprint 2030 ; COE Strategic Plan & NSU University Strategic Plan 2023-2028	Action Items	Responsible Party	Measurement	Outcomes	Timeline
Recruitment Strategy 1.1: Increase scholarships for all COE programs KPI 6A-6C COE Goal 2 NSU Goal 1.2.b	Sustain and expand innovative scholarships to recruit students for all programs (i.e. Inspired to Teach Scholarship, RCTE and other Grant funded Scholarships, SNAG Golf Scholarship and other Foundation Scholarships.)	Assistant Dean, Associate Dean, Endowed Chair of Recruitment & Retention, Program Chairs & Faculty	List of scholarships / Scholarship data, I2T Internal Career Survey, I2T Annual Report (OSRHE)	5% increase in COE scholarship applications	Review progress annually
Recruitment Strategy 1.2: Increase collaboration with COE Endowed Chairs (Eddings Endowed Chair of Recruitment and Retention in Education, NOFTA Endowed Chair for Faculty Development and College Excellence, Bracket Endowed Chair of Reading. KPI 13A; 5A COE Goal 2.2; Goal 4.1 NSU Goal 4.6.b; Goal 1.2.a	Increase collaboration with COE endowed chairs to support recruitment initiatives and efforts specific to the charge of each endowed chair to support recruitment efforts.	Endowed Chair of Recruitment and Retention in Education, Endowed Chair of Faculty Development, Endowed Chair of Reading	Endowed Chair Annual reports, Enrollment reports, Headcount reports; Withdrawal reports	3% growth in inquiries, applications, and/or enrollment as a direct result of these collaborative efforts.	Review progress annually.
Recruitment Strategy 1.3: Coordinate a variety of in-person and virtual recruiting events to recruit undergraduate and graduate students to all COE programs KPI 1C; 5A	The COE will maintain an annual recruitment event calendar sign up sheet that includes high school visits, transfer fairs, and graduate program showcases, etc. Partner with admissions, faculty, and current students to co-host	Associate Dean, Assistant Dean, Endowed Chair of R&R, Assessment Director	COE prospective student database system, COE Recruitment & Retention Events Sheet	Coordinate and/or attend at least 100 events annually, with a balanced mix of in-person and virtual	Ongoing data entry with annual review and analysis

*Revised 08/2025

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Strategy & Alignment to OSRHE Blueprint 2030 ; COE Strategic Plan & NSU University Strategic Plan 2023-2028	Action Items	Responsible Party	Measurement	Outcomes	Timeline
COE Goal 2.1; Goal 2.2 NSU Goal 1.2.b; Goal 2.2.c	events.				
Recruitment Strategy 1.4: Collaborate with NSU Admissions & Enrollment Offices KPI 5B; 11A; 11C COE Goal 4.1 NSU Goal 1.2.e	The COE will receive monthly data reports of all inquiry website submissions pertaining to COE programs, both undergraduate and graduate programs. COE representatives will reach out to each inquiry request to provide further information and schedule advising appointments if warranted.	COE Administration, Endowed Chair of R&R, Program Chairs	COE prospective student database system, List of prospective students applying to NSU and declaring COE majors	Follow up and/or contact 100% of inquiries within 1 week of request	Ongoing data entry with annual review and analysis
Recruitment Strategy 1.5: Collaborate with the Riverhawk Center for Teacher Excellence (RCTE) KPI 8B; 11B; 14C; 15C COE Goal 2.3 NSU Goal 1.2.b; 3.2.b	Utilize the RCTE to recruit students to Alternative Certification for Educators (ACE) and to teacher education programs through school visits, two year colleges, and promote awareness of university services.	RCTE Director and Coordinators for Tahlequah and Broken Arrow	List of prospective students applying to NSU and declaring COE majors, RCTE surveys, RCTE numbers served	3% increase in declared COE majors from traditional students, transfer students, alternative education students, or high school pipeline programs involved with RCTE	Progress reviewed semesterly
Recruitment Strategy 1.6: Recruit current students who use campus space (i.e. Broken Arrow Early College High School students).	Maximize recruitment opportunities for students already engaged on campus (e.g., Broken Arrow Early College High School students, Broken Arrow High School students, and concurrent TCC students,	Associate Dean Endowed Chair of R&R	New applications	3% of high school students who use campus space will apply to NSU	Annually monitor application and enrollment rates of students from

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KPI 4C; 5A COE Goal 2.1 NSU Goal 1.2.a; 1.2.b	Broken Arrow students enrolled in the 1000-2000 courses) through targeted outreach and promotion.				BAHS, ECHS, and TCC concurrent
Recruitment Strategy 1.7: Strengthen existing Grow-Your-Own Teachers initiatives and expand opportunities into non-teaching COE programs (e.g., School Counseling, Health & Human Performance) by partnering with local school districts, tech centers, and workforce stakeholders. KPI 1C; 1G; 4C; 9C COE Goal 3.1 NSU Goal 2:1.b	Increase enrollment in new and existing Grow-Your-Own Teachers program with local area school districts and tech centers for junior/senior high school students. Collaborate with community workforce stakeholders to expand Grow-Your-Own opportunities to all COE programs (i.e. School Counseling, HHP).	Leadership Team, Endowed Chair R&R, Associate Dean, Assistant Dean, Department Chairs, Program Chairs	Grow-Your-Own enrollment reports, list of new MOUs	Draft and sign at least 1 new MOU for non-teaching GYO programs	Annually monitor and report GYO program growth, number of participants, and update MOU list
Recruitment Strategy 1.8 Increase marketing of all programs KPI 5A COE Goal 2.1 NSU Goal 1.2.b	Collaborate with Department Chairs, University Relations, and NSU's Communication & Marketing Department to strategically market all COE programs through multiple platforms (social media, COE website, program-related press releases, Riverhawks Weekly, NSU Tube).	Department Chairs, NSU's Communication & Marketing, University Relations, COE social media administrators, COE website administrator	Website reports, Social media statistical reports	Generate a 10% increase in student inquiries or applications linked directly to digital marketing campaigns (measured through COE Prospective Student Inquiry Form,	From 2025-2026 meet monthly for R&R Chair meetings to review marketing.

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IMPLEMENTATION GOAL 1 RECRUITMENT STRATEGIES					
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Recruitment Strategy 1.9 Increase enrollment through use of micro-credentials, badges, and certificates <i>KPI 2A; 10B</i> COE Goal 1.2; 2.1 NSU Goal 2.2.a	Attract prospective candidates by promoting post-secondary micro-credentialing, badging, certificates, and stackable credential opportunities in collaboration with the NSU Graduate College, graduate programs, and workforce partners.	Graduate College Dean; Program Chairs; RCTE; Endowed Chair of Recruitment & Retention	Graduate college data (enrollment data; completer data-badge specific)	Generate a 3% annual growth in enrollment of micro-credentials, badges, and certificates.	From August 2025 through June 2026, Department Chairs will work with NSU Communication & Marketing and University Relations to schedule, produce, and launch campaigns, ensuring consistent content updates and analytics tracking each quarter.

RECRUITMENT STRATEGIES

RECRUITMENT GOAL 2:
 The College of Education will be transparent about its recruitment strategies and how success will be measured.

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IMPLEMENTATION GOAL 2 RECRUITMENT STRATEGIES					
Steps to Accomplish Goals				Progress Monitoring	
Strategy & Alignment to <u>OSRHE Blueprint 2030</u> ; <u>COE Strategic Plan & NSU University Strategic Plan 2023-2028</u>	Action Items	Responsible Party	Measurement	Outcomes	Timeline
Recruitment Strategy 2.1: Involve all COE employees in purposeful continuous recruitment KPI 5A; 11A COE Goal 2.2 NSU Goal 1.2.b	Enhance transparency of all recruitment strategies by involving all COE employees in purposeful continuous recruitment by sharing recruitment plan and sign up sheet with all COE employees via meetings and email.	Endowed Chair of Recruitment & Retention, COE employees	COE Recruitment & Retention Events Sheet	At least 65% of COE employees actively participate in recruitment initiatives.	Ongoing data is reviewed monthly.
Recruitment Strategy 2.2: Communicate the analysis of recruitment efforts KPI 1G; 2C COE Goal 2.2; 4.3 NSU Goal 1.2.b	Share baseline recruitment data and past analysis with COE employees, university partners, and key stakeholders.	Endowed Chair of Recruitment & Retention, Associate Dean, Assistant Dean, Assessment Director	COE Prospective Student Information Request analysis (i.e. track applications, enrollment, program completion), COE Recruitment & Retention Events Sheet, Committee meeting minutes (i.e. EPAD, TEC, LEAP)	Recruitment analysis will be shared with all COE employees and key stakeholders to increase transparency of recruitment efforts.	Monthly meeting with the university recruitment coordinator.
Recruitment Strategy 2.3: Offer more professional development KPI 12C COE Goal 4.2; NSU Goal 3.2.c; 4.5.a; 4.5.b	Provide more professional development annually hosted within the College of Education to inform an environment/culture conducive to inclusion and diversity utilizing scholarly dialogue and collaboration.	Endowed Chair of Faculty Development & Prof. Development Committee	Annual list of PD offered	5% annual increase in professional development hosted by the COE	Report semesterly at each R&R Committee Meeting and COE Leadership Team regarding the PD and collaboration opportunities.
Recruitment Strategy 2.4: Apply ideas from community stakeholders KPI 2B; 2D; 14C	Implement suggestions and ideas brought forth by the LEA Partnerships Council (LEAP, renamed Second Century	Associate Dean	LEAP Feedback Survey	At least 75% of actionable stakeholder suggestions are	Review Annually or bi-annually

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Steps to Accomplish Goals				Progress Monitoring	
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COE Goal 3.2; 4.2 NSU Goal 1.1.a; 1.2.b; 2.1.b; 2.2.c; 4.6.d	Advisory Council) each semester to better strengthen and foster new partnerships in order to recruit more highly qualified undergraduate and graduate students.			implemented; measurable increase in partnership engagement and recruitment activities.	
Recruitment Strategy 2.5: Collaborate with university departments. KPI 11A; 13A COE Goal 2.2 NSU Goal 1.2.d; 3.2.a; 3.2.b	Continue and expand the collaborative work with university departments to promote programs and college services (i.e. SOAR, Career Services survey, Advising (along with faculty-to-student mentoring), Riverhawk Center for Teacher Excellence (RCTE), Office of Admissions' initiatives, Office of Scholarships & Financial Aid for related student support).	Leadership Team, Department Chairs, Program Chairs, Faculty, RCTE personnel	Surveys or reports from all university departments that provide data pertaining to COE's collaborative work (i.e. academic advising,; participation of events with career services etc.); RCTE Student Information Survey; COE Recruitment & Retention Sign up Sheet (indicates collaboration with SOAR, Career Services Events, Office of Admissions events); Weekly Academic Advising meetings with COE faculty	Collaborative initiatives with university departments will be expanded and maintained, resulting in at least a 10% increase in cross-departmental recruitment activities and student engagement with COE programs and services.	Review progress monthly at COE leadership team meeting.

RETENTION STRATEGIES

RETENTION GOAL 1:

The College of Education will develop and implement innovative strategies to retain current students for all programs within the college.

IMPLEMENTATION GOAL 1 RETENTION STRATEGIES					
Steps to Accomplish Goals				Progress Monitoring	
Strategy & Alignment to OSRHE Blueprint 2030 ; COE Strategic Plan & NSU University Strategic Plan 2023-2028	Action Items	Responsible Party	Measurement	Outcomes	Timeline
Retention Strategy 1.1 Expand international immersive learning partnerships KPI 6C COE Goal 3.1 NSU Goal 2.1.a; 2.1.b	Develop new and expand existing partnerships to provide immersive learning experiences internationally	Dean, Associate Dean, NSU Office of International Programs, Global Education Committee	Tracking placements of teacher candidates with Clinical Education Database, List of new MOUs	3% increase in teacher candidate placement in new or existing international internship setting	Review annually
Retention Strategy 1.2: Increase events to support faculty involvement in strategic retention efforts KPI 8A; 11D COE Goal 2.2 NSU Goal 3.1.d; 3.2.a	Organize retention efforts to encourage and motivate faculty to become more involved in strategic retention efforts (i.e. Faculty Meet & Greet on-campus, faculty or department postcard campaigns)	Leadership Team, COE Special Events Committee	Sign up sheet of various retention events (i.e. Call Night); List of new events per year	5% annual increase in faculty engagement and participation in strategic retention efforts.	Review annually
Retention Strategy 1.3: Expand immersive, experiential learning opportunities within all COE programs KPI 3A; 13A COE Goal 1.1; 2.3; 3.1; 3.2 NSU Goal 1.1.a; 2.1.a; 2.1.b	Develop new and expand existing partnerships to support undergraduate and graduate practicums, clinical experiences, and experiential learning opportunities	Associate Dean	List of new MOUs	Draft and sign at least 1 new MOU or expand 1 existing partnership for supporting immersive, experiential learning opportunities.	Review annually

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<p>Retention Strategy 1.4: Sustain existing Grow-Your-Own Teachers program and expand Grow-Your-Own opportunities to all COE programs (i.e. School Counseling, HHP)</p> <p>KPI 7A; 9C COE Goal 3.1; 3.2 NSU Goal 2.1.a; 2.1.b</p>	<p>Sustain existing Grow-Your-Own Teachers program with local area school districts and tech centers for junior/senior high school students. Continue contact with students and track enrollment at NSU. Collaborate with community workforce stakeholders to expand Grow-Your-Own opportunities to all COE programs.</p>	<p>Leadership Team, Endowed Chair R&R, Associate Dean, Assistant Dean, Department Chairs, Program Chairs</p>	<p>Grow-Your-Own enrollment reports</p>	<p>Draft and sign at least 1 new MOU for non-teaching GYO programs; Sustain all GYO Teachers programs</p>	<p>Annually monitor and report GYO program growth, number of participants, and update MOU list</p>
<p>Retention Strategy 1.5: Sustain flexible internship options</p> <p>KPI 9D; 10D COE Goal 1.1 NSU Goal 1.1.a; 2.1.b; 3.1.d</p>	<p>Sustain flexible full internship options for teacher candidates. Share options via multiple outlets (i.e. Teacher Education Blackboard; Clinical Education Handbook; COE Website)</p>	<p>Clinical Education Director</p>	<p>Records of internship selections & data collection of interns' progress from clinical education database</p>	<p>3% semesterly increase in enrollment of flexible internship options</p>	<p>Reviewed semesterly</p>
<p>Retention Strategy 1.6 Sustain COE and program related scholarships</p> <p>KPI 6A-6D COE Goal 2.3 NSU Goal 1.1.c; 1.2.b</p>	<p>Sustain all COE and program related scholarships (i.e. OSRHE's Inspired to Teach Scholarship, TSEIP, COE SNAG Golf Scholarship, and more).</p>	<p>Endowed Chair of R&R; Dean, Associate Dean, Assistant Dean; Scholarship Committee</p>	<p>Scholarship application list; I2T Career Survey (sent to Inspired to Teach applicants)</p>	<p>Documented sustainability plan for all scholarships; measurable impact on student retention and enrollment maintained.</p>	<p>Sustainability plan will be implemented with the Scholarship Committee in Fall 2026; reviewed annually</p>
<p>Retention Strategy 1.7: Sustain and monitor induction programs for education majors and implement additional induction programs for non education majors</p> <p>KPI 8C COE Goal 2.3 NSU Goal 1.2.b</p>	<p>Sustain and monitor current and implement Induction program for other majors to help encourage students for retention/graduation</p>	<p>Clinical Education Director; Leadership Team</p>	<p>COE headcount reports; Attendance list from induction ceremonies; Induction ceremony surveys</p>	<p>Survey participants in current induction programs (i.e., Teacher Education); At least 75% of participants provide feedback; actionable suggestions documented.</p>	<p>Reviewed semesterly</p>

<p>Retention Strategy 1.8: Increase strategic unenrolled, withdrawn, and non-completers contact methods from faculty mentors and others.</p> <p>KPI 10A; 11A COE Goal 2.3 NSU Goal 3.1.d; 3.2.b; 3.3.a; 3.3.c; 3.3.d</p>	<p>Reach out to students semesterly who are not enrolled for the next semester; Review the withdrawn list weekly and contact those who have withdrawn for support.</p>	<p>Assessment Director; Student Affairs; Graduate College; Endowed Chair of R&R; Faculty mentors; Academic Advisors</p>	<p>Non-enrolled data; Withdrawn data, Withdrawal reports contact sheets</p>	<p>At least 90% of withdrawn students receive outreach each week; contacts logged for tracking.</p>	<p>Weekly contact with withdrawn students; Reviewed semesterly</p>
<p>Retention Strategy 1.9: Increase collaboration with COE Endowed Chairs (Eddings Endowed Chair of Recruitment and Retention in Education, NOFTA Endowed Chair for Faculty Development and College Excellence, Bracket Endowed Chair of Reading to support retention efforts.</p> <p>KPI 13A; 13B COE Goal 2.2; 2.3 NSU Goal 3.1.d; 4.5.c</p>	<p>Increased collaboration with COE endowed chairs with retention initiatives and efforts specific to the charge of each endowed chair will impact and help sustain enrollment of undergraduate and graduate students in all programs.</p>	<p>Endowed Chair of Recruitment and Retention in Education, Endowed Chair of Faculty Development, Endowed Chair of Reading</p>	<p>Enrollment reports, Headcount reports, Persistence reports</p>	<p>1% annual growth in retention rate as a direct result of these collaborative efforts.</p>	<p>Review progress annually.</p>

RETENTION STRATEGIES

RETENTION GOAL 2:

The College of Education will be transparent about its retention strategies and how success will be measured.

IMPLEMENTATION GOAL 2 RETENTION STRATEGIES					
Steps to Accomplish Goals				Progress Monitoring	
Strategy & Alignment to OSRHE Blueprint 2030 ; COE Strategic Plan & NSU University Strategic Plan 2023-2028	Action Items	Responsible Party	Measurement	Outcomes	Timeline
Retention Strategy 2.1: Evaluation of retention strategies will be transparent within the college. KPI 16D COE Goal 2 NSU Goal 3.3a; 3.3c; 3.3d	Share evaluation methods and results of retention strategies during monthly Leadership Team meetings for representatives to disseminate to their programs or areas	Leadership Team; Assessment Director	Minutes from Leadership Team monthly meetings; Recruitment & Retention Plan shared on NSU COE website	Retention strategies will be shared with all COE employees and key stakeholders to increase transparency of retention efforts.	Data reviewed semesterly; Monthly meeting with COE rep for the University Retention Committee and the Eddings Endowed Chair of Recruitment & Retention in Education.
Retention Strategy 2.2: Share retention data internally and externally (as appropriate) KPI 16D COE Goal 2 NSU Goal 3.3a; 3.3c; 3.3d	Share retention data internally and externally as appropriate, to ensure that departments and programs understand their contribution to fostering student success.	Leadership Team, Department Chairs, Program Chairs	Minutes from Leadership Team monthly meetings	Retention analysis will be shared with all COE employees and key stakeholders (as appropriate)	Review semesterly
Retention Strategy 2.3: Support the NSU institutional plan (upcoming) to identify data points and make impactful program decisions KPI 11C; 15A; 16B COE Goal 2.2 NSU Goal 3.3.b	Communicate and support the new (upcoming) NSU institutional plan to identify data points that will allow all COE programs to make impactful program decisions to increase retention.	Assessment Director, Department Chairs, Program Chairs, Associate Dean, Assistant Dean, Endowed Chair of Recruitment & Retention	Completion reports, Student satisfaction surveys, Course Evaluations, List of program modifications, Email list of disseminated institutional plan	The NSU institutional plan will be shared with all COE employees to support program decisions aimed at increasing retention.	Review program decisions and retention reports annually.
Retention Strategy 2.4:	Utilize data from NSU's Retention	Collaboration with	CIVITAS Reports;		

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Steps to Accomplish Goals				Progress Monitoring	
Strategy & Alignment to OSRHE Blueprint 2030 ; COE Strategic Plan & NSU University Strategic Plan 2023-2028	Action Items	Responsible Party	Measurement	Outcomes	Timeline
Collaborate with NSU's COE Retention Committee representative and NSU's Retention Specialist to seek retention data for all COE programs and CIVITAS data to identify and remove barriers KPI 8A COE Goal 2.2 NSU Goal 3.1.d; 3.3a; 3.3.c	Specialist (i.e. CIVITAS, retention reports, predictor analytics) to alleviate barriers within programs to meet the needs of programs (i.e. bottom quartile COE students, surveys). Continue to collaborate with NSU's COE Retention Committee representative to seek input from retention discussions at the university level	Retention Specialist and the University Retention Committee (via the COE representative)	Withdrawal Reports; Student Completion surveys, program retention reports or persistence reports, Meeting notes	Collaboratively monitor and analyze all retention data to identify barriers and make plans to remove the obstacles.	Ongoing collaboration, Semesterly meetings and semesterly data analysis
Retention Strategy 2.5: Sustain and support students through completion of micro-credential, badges, and certificates. KPI 2A; 10B COE Goal 1.2 NSU Goal 2.2.a	Provide faculty mentorship to students currently enrolled in graduate certificates, micro-credential and badge programs to promote completion.	Faculty teaching in graduate certificates, micro-credential and badge programs	Program-specific completer documentation of graduate certificates, micro-credential and badges.	90% of enrolled students in micro-credential and badge programs will be assigned a faculty mentor to support retention	Reviewed semesterly; faculty assigned semesterly