

**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.

BASELINE DATA

- See [Title II 2023 Report Overview](#) (AY 21-22 data) for enrollment in teacher education programs
- Updated enrollment baseline data is located in the 2022-2023 COE Academic Affairs report on page 2.
 - ◆ **For more specific qualitative and quantitative recruitment details, see page 3 of the Academic Affairs report.*
- See chart COE 1st Majors Unduplicated for FY 2018-2023 (*will be included at a later time when the Assessment Director returns)
 - ◆ [Link to COE Disaggregated Data 2018-2023 \(unduplicated & duplicated; certificates, 1st majors, 2nd majors\)](#)

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IMPLEMENTATION GOAL 1 RECRUITMENT STRATEGIES					
Steps to Accomplish Goals				Alignment	
Strategy	Action Items (How will the strategy achieve the goal?)	Responsible Party	Measurement	<u>OSRHE Blueprint 2030</u>	<u>COE Strategic Plan & NSU University Strategic Plan 2023-2028</u>
Recruitment Strategy 1.1: Increase scholarships for all COE programs	Sustain and expand innovative scholarships to recruit students for all programs (i.e. Inspired to Teach Scholarship, I want to be a Teacher Stipend, SNAG Golf Scholarship)	Assistant Dean, Associate Dean, Endowed Chair of Recruitment & Retention	List of scholarships / Scholarship data, "I want to be a Teacher" survey, I2T Career Survey	KPI 6A-6C	COE Goal 2 NSU Goal 1.2.b
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, to support recruitment efforts)	Increase collaboration with COE endowed chairs to support recruitment initiatives and efforts specific to the charge of each endowed chair to increase enrollment of undergraduate and graduate students in all programs.	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	KPI 13A; 5A	COE Goal 2.2; Goal 4.1 NSU Goal 4.6.b; Goal 1.2.a
Recruitment Strategy 1.3: Coordinate a variety of in-person and virtual recruiting events	The COE will host and attend in-person and virtual recruiting events to recruit high quality students (i.e., from high school, transfer students, graduate students).	Associate Dean, Assistant Dean, Endowed Chair of R&R, Assessment Director	COE prospective student database system, COE Recruitment & Retention Events Sheet	KPI 1C; 5A	COE Goal 2.1; Goal 2.2 NSU Goal 1.2.b; Goal 2.2.c
Recruitment Strategy 1.4: Collaborate with NSU Admissions	The COE will receive monthly data reports of all inquiry website	COE Administration, Endowed Chair of R&R,	COE prospective student database system,	KPI 5B; 11A; 11C	COE Goal 4.1 NSU Goal 1.2.e

*Revised 10/2023

IMPLEMENTATION GOAL 1 RECRUITMENT STRATEGIES					
Steps to Accomplish Goals				Alignment	
Strategy	Action Items (How will the strategy achieve the goal?)	Responsible Party	Measurement	<u>OSRHE Blueprint 2030</u>	<u>COE Strategic Plan & NSU University Strategic Plan 2023-2028</u>
& Enrollment Offices	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.	Program Chairs	List of prospective students applying to NSU and declaring COE majors		
Recruitment Strategy 1.5: Utilize new Riverhawk Center for Teacher Excellence (RCTE)	Utilize the new RCTE to recruit students to ACE and to all 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	KPI 8B; 11B; 14C; 15C	COE Goal 2.3 NSU Goal 1.2.b; 3.2.b
Recruitment Strategy 1.6: Recruit current students who use campus space (i.e. Broken Arrow Early College High School students)	Maximize opportunities to recruit students that utilize campus space (Broken Arrow High School, Concurrent TCC students) with signage, faculty contacts, flyers, promotional materials, etc.	Associate Dean Endowed Chair of R&R	New applications	KPI 4C; 5A	COE Goal 2.1 NSU Goal 1.2.a; 1.2.b
Recruitment Strategy 1.7: Increase existing Grow-Your-Own Teachers program and expand Grow-Your-Own opportunities to all COE programs (i.e. School Counseling, HHP)	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	Leadership Team, Endowed Chair R&R, Associate Dean, Assistant Dean, Department Chairs, Program Chairs	Grow-Your-Own enrollment reports, list of new MOUs	KPI 1C; 1G; 4C; 9C	COE Goal 3.1 NSU Goal 2:1.b

*Revised 10/2023

IMPLEMENTATION GOAL 1 RECRUITMENT STRATEGIES					
Steps to Accomplish Goals				Alignment	
Strategy	Action Items (How will the strategy achieve the goal?)	Responsible Party	Measurement	<u>OSRHE Blueprint 2030</u>	<u>COE Strategic Plan & NSU University Strategic Plan 2023-2028</u>
	Counseling, HHP).				
Recruitment Strategy 1.8 Increase marketing of all programs	Collaborate with Department Chairs, University Relations and NSU's Communication and Marketing Department to strategically market all COE programs (i.e. 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	KPI 5A	COE Goal 2.1 NSU Goal 1.2.b
Recruitment Strategy 1.9 Increase enrollment through use of micro-credentials and badges	Attract prospective candidates by advertising/marketing post-secondary micro-credentialing, badging, and/or stackable credentials. Collaborate 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)	<i>KPI 2A; 10B</i>	COE Goal 1.2; 2.1 NSU Goal 2.2.a

RECRUITMENT STRATEGIES

RECRUITMENT GOAL 2:

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

BASELINE DATA

→ This link shows the COE Recruitment & Retention Events sign up sheet for all events. Faculty are encouraged to sign up for events and list their own events & recruitment efforts.

- This link shows recruiting highlights for 2022-2023. Though the list is not exhaustive, it describes additional recruiting strategies that may not be included on the R&R Events sign up sheet. [2022-2023 COE Recruitment Efforts](#)
- Baseline Data is located on the 2022-2023 COE Academic Affairs Report on pages 4-6. The pie chart on the academic affairs reports represents the percentage that prospective students applied/admitted to the university after being contacted by representatives from the College of Education by scanning the COE QR code and/or submitting an inquiry on the NSU website.

IMPLEMENTATION GOAL 2 RECRUITMENT STRATEGIES					
Steps to Accomplish Goals				Alignment	
Strategy	Action Items (How will the strategy achieve the goal?)	Responsible Party	Measurement	OSRHE Blueprint 2030	COE Strategic Plan & NSU University Strategic Plan 2023-2028
Recruitment Strategy 2.1: Involve all COE employees in purposeful continuous recruitment	Enhance transparency of all recruitment strategies by involving all COE employees in purposeful continuous recruitment	Endowed Chair of Recruitment & Retention, COE employees	COE Recruitment & Retention Events Sheet	KPI 5A; 11A	COE Goal 2.2 NSU Goal 1.2.b
Recruitment Strategy 2.2: Communicate the analysis of recruitment efforts	Increase communication about the analysis of recruitment efforts to the college, university departments, and community to demonstrate transparency about the efforts and measurements of success	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. TEC, LEAP)	KPI 1G; 2C	COE Goal 2.2; 4.3 NSU Goal 1.2.b
Recruitment Strategy 2.3: Offer more professional development	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	KPI 12C	COE Goal 4.2; NSU Goal 3.2.c; 4.5.a; 4.5.b
Recruitment Strategy 2.4: Apply ideas from community stakeholders	Implement suggestions and ideas brought forth by the LEA	Associate Dean	LEAP Feedback Survey	KPI 2B; 2D; 14C	COE Goal 3.2; 4.2 NSU Goal 1.1.a;

*Revised 10/2023

IMPLEMENTATION GOAL 2 RECRUITMENT STRATEGIES					
Steps to Accomplish Goals				Alignment	
Strategy	Action Items (How will the strategy achieve the goal?)	Responsible Party	Measurement	OSRHE Blueprint 2030	COE Strategic Plan & NSU University Strategic Plan 2023-2028
	Partnerships Council (LEAP, renamed Second Century Advisory Council) each semester to better strengthen and foster new partnerships in order to recruit more highly qualified undergraduate and graduate students.				1.2.b; 2.1.b; 2.2.c; 4.6.d
Recruitment Strategy 2.5: Collaborate with university departments.	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	KPI 11A; 13A	COE Goal 2.2 NSU Goal 1.2.d; 3.2.a; 3.2.b;

RETENTION STRATEGIES

RETENTION GOAL 1:

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

BASELINE DATA

- [Click here for COE Withdrawal Student Re-Enrollment Rates](#): The pie chart on the link to the left represents the College of Education undergraduate and graduate students from all programs who completely withdrew from all classes between Fall 2021 to the beginning of Summer 2023. The chart provides the number of students who returned and those who did not return to NSU after withdrawal.
- [NSU COE Semester Withdrawal Requests: Sum 18 to Spr 21](#) (*to be updated)
- [NSU Student Engagement Data](#)
- [NSU Common Data](#)
- [NSU Fact Book 2021-2022](#)
- [COE Retention AY 21-22 to 22-23](#)

IMPLEMENTATION GOAL 1 RETENTION STRATEGIES

Steps to Accomplish Goals				Alignment	
Strategy	Action Items (How will the strategy achieve the goal?)	Responsible Party	Measurement	OSRHE Blueprint 2030	COE Strategic Plan & NSU University Strategic Plan 2023-2028
Retention Strategy 1.1 Expand international immersive learning partnerships	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	KPI 6C	COE Goal 3.1 NSU Goal 2.1.a; 2.1.b
Retention Strategy 1.2: Increase events to support faculty involvement in strategic retention efforts	Organize events 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	List of new events per year	KPI 8A; 11D	COE Goal 2.2 NSU Goal 3.1.d; 3.2.a
Retention Strategy 1.3: Expand immersive, experiential learning opportunities within all COE	Develop new and expand existing partnerships to support undergraduate and graduate practicums, clinical	Associate Dean	List of new MOUs	KPI 3A; 13A	COE Goal 1.1; 2.3; 3.1; 3.2 NSU Goal 1.1.a; 2.1.a;

*Revised 10/2023

programs	experiences, and experiential learning opportunities				2.1.b
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)	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.	Leadership Team, Endowed Chair R&R, Associate Dean, Assistant Dean, Department Chairs, Program Chairs	Grow-Your-Own enrollment reports	KPI 7A; 9C	COE Goal 3.1; 3.2 NSU Goal 2.1.a; 2.1.b
Retention Strategy 1.5: Sustain flexible internship options	Sustain flexible full internship options for teacher candidates	Clinical Education Director	Records of internship selections & data collection of interns' progress from clinical education database	KPI 9D; 10D	COE Goal 1.1 NSU Goal 1.1.a; 2.1.b; 3.1.d
Retention Strategy 1.6 Sustain COE and program related scholarships	Sustain all COE and program related scholarships (i.e. OSRHE's Inspired to Teach Scholarship, NSU's "I Want to be a Teacher" Stipend, SNAG Golf Scholarship, and more).	Endowed Chair of R&R; Dean, Associate Dean, Assistant Dean	"I Want to be a Teacher" Stipend Recipients Survey sent semesterly, I2T Career Survey (sent to Inspired to Teach applicants)	KPI 6A-6D	COE Goal 2.3 NSU Goal 1.1.c; 1.2.b
Retention Strategy 1.7: Revamp current induction programs for education majors and implement additional induction programs for non education majors	Revamp current and implement Induction program for other majors to help encourage students for retention/graduation	Clinical Education Director; Leadership Team	COE headcount reports; Attendance list from induction ceremonies	KPI 8C	COE Goal 2.3 NSU Goal 1.2.b
Retention Strategy 1.8: Increase strategic unenrolled, withdrawn, and non-completers contact methods from faculty mentors and others.	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.	Assessment Director; Student Affairs; Graduate College; Endowed Chair of R&R; Faculty mentors; Academic Advisors	Non-enrolled data; Withdrawn data, Withdrawal reports contact sheets	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>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>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>KPI 13A; 13B</p>	<p>COE Goal 2.2; 2.3 NSU Goal 3.1.d; 4.5.c</p>
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RETENTION STRATEGIES

RETENTION GOAL 2:

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

BASELINE DATA

- Persistence baseline data and other pertinent retention data specific to all teacher education programs can be found on the COE OEQA Annual 2023 Report.
- [COE Retention AY 21-22 to 22-23](#)

IMPLEMENTATION GOAL 2 RETENTION STRATEGIES

Steps to Accomplish Goals				Alignment	
Strategy	Action Items (How will the strategy achieve the goal?)	Responsible Party	Measurement	OSRHE Blueprint 2030	COE Strategic Plan & NSU University Strategic Plan 2023-2028
<p>Retention Strategy 2.1: Evaluation of retention strategies will be transparent within the college.</p>	<p>Share evaluation methods and results of retention strategies during monthly Leadership Team meetings for representatives to disseminate to their programs or areas</p>	<p>Leadership Team</p>	<p>Minutes from Leadership Team monthly meetings; Recruitment & Retention Plan shared on NSU COE website</p>	<p>KPI 16D</p>	<p>COE Goal 2 NSU Goal 3.3a; 3.3c; 3.3d</p>
<p>Retention Strategy 2.2: Share</p>	<p>Share retention data internally and</p>	<p>Leadership Team,</p>	<p>Minutes from Leadership</p>	<p>KPI 16D</p>	<p>COE Goal 2</p>

*Revised 10/2023

IMPLEMENTATION GOAL 2 RETENTION STRATEGIES					
Steps to Accomplish Goals				Alignment	
Strategy	Action Items (How will the strategy achieve the goal?)	Responsible Party	Measurement	OSRHE Blueprint 2030	COE Strategic Plan & NSU University Strategic Plan 2023-2028
retention data internally and externally (as appropriate)	externally as appropriate, to ensure that departments and programs understand their contribution to fostering student success.	Department Chairs, Program Chairs	Team monthly meetings		NSU Goal 3.3a; 3.3c; 3.3d
Retention Strategy 2.3: Support the NSU institutional plan (upcoming) to identify data points and make impactful program decisions	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	KPI 11C; 15A; 16B	COE Goal 2.2 NSU Goal 3.3.b
Retention Strategy 2.4: 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	Utilize data from NSU's Retention 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	Collaboration with Retention Specialist and the University Retention Committee (via the COE representative)	CIVITAS Reports; Withdrawal Reports; Student Completion surveys, program retention reports or persistence reports	KPI 8A	COE Goal 2.2 NSU Goal 3.1.d; 3.3a; 3.3.c
Retention Strategy 2.5: Sustain and support students through completion of micro-credential and badge programs.	Provide faculty mentorship for currently enrolled students in micro-credential and badge programs.	Faculty within micro-credential and badge programs	Program specific completer documentation of micro-credential and badge	KPI 2A; 10B	COE Goal 1.2 NSU Goal 2.2.a