

## Three Year Action Plan

After analyzing all relevant data, the district will use the spaces below to develop a three year action plan to address identified needs. Refer to Appendix B for resources to support plan development.

### Focus Area: Recruiting a diverse, representative educator workforce that meets the needs of all students

If multiple goals are created, copy and paste the template for each goal.

<b>Recruitment Goal</b>	Russellville School District will grow from 3% to 6% of total certified staff who are minorities by the fall of 2025.
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Which of the following best describes the recruitment goal?	
<input type="checkbox"/>	New Goal
<input checked="" type="checkbox"/>	Extension of a goal from previous year

#### Action Plan

Describe the steps your district will take over the next three years to meet the recruitment goal. (Lines can be added for additional Action Steps)

	Description	Person(s) Responsible	Target Date
Action Step	Consider a stipend for bi-lingual certified staff in Spanish and/or Arabic.	Judy Pennington	Before April 2023
Action Step	Ensure there are minority candidates in every certified staff interview, when possible.	Judy Pennington All administrators	Ongoing
Action Step			

What evidence will be used to determine if the recruitment goal is met? (Include baseline data and expected outcome)

For the 2021-2022 school year baseline data, RSD's certified staff is composed of 3% minorities, while our students' demographics show 39% minorities. The expected outcome is that in 3 years, for the 2025-2026 school year, RSD's minority staff population will increase to 6%, doubling in that time period.

### Review Progress (After Baseline Year)

**Describe progress made toward the recruitment goal and any improvements or adjustments that were made to the action plan to overcome barriers to plan success.**

### Focus Area: Recruiting a diverse, representative educator workforce that meets the needs of all students

If multiple goals are created, copy and paste the template for each goal.

<b>Recruitment Goal</b>	Russellville School District will fill all certified job postings annually by July 1 with highly qualified, fully certified staff.
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#### Which of the following best describes the recruitment goal?

<input type="checkbox"/>	New Goal
<input checked="" type="checkbox"/>	Extension of a goal from previous year

#### Action Plan

Describe the steps your district will take over the next three years to meet the recruitment goal. (Lines can be added for additional Action Steps)

	Description	Person(s) Responsible	Target Date
Action Step	Create a "Russellville Future Educator Institute" for RSD employees who wish to be teachers.	Judy Pennington	Started in January 2022- ongoing
Action Step	Develop a more impactful HR/Career page with photos, infos, and tours of RSD for future teachers.	Judy Pennington HR Office	By January 2023
Action Step	Request to come speak at ATU, UCA, and other universities to give Hiring/Interview advice.	Judy Pennington	Reach out September 2022

<b>Action Step</b>	Host a RSD Emerging Educators Day to recruit new employees.	Judy Pennington Chrissy Clayton	In January 2023
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<p><b>What evidence will be used to determine if the recruitment goal is met? (Include baseline data and expected outcome)</b></p> <p>As of July 1, 2022, RSD has 9 certified positions still open to fill for the 2022-2023 school year; this is the baseline data. The expected outcome is that in 3 years, for the 2025-2026 school year, RSD will have all job openings filled by highly qualified, fully certified staff by July 1, 2025. Annually, the number should decrease to reach this goal.</p> <p>According to LEA Insights, during the 2021-2022 school year, 31 RSD Educators were on an approved alternative licensure plan (ALP). An expected outcome is that this number decreases annually to reach a goal of only 10 educators on an ALP by 2025.</p>
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**Review Progress (After Baseline Year)**

<p><b>Describe progress made toward the recruitment goal and any improvements or adjustments that were made to the action plan to overcome barriers to plan success.</b></p>

**Focus Area: Retaining a diverse, representative educator workforce that meets the needs of all students**

If multiple goals are created, copy and paste the template for each goal.

<b>Retention Goal</b>	RSD will obtain a 92% retention rate by the fall of 2025.
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<b>Which of the following best describes the retention goal?</b>	
<input checked="" type="checkbox"/>	New Goal

<input type="checkbox"/>	Extension of a Goal from previous year
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### Action Plan

Describe the steps your district will take over the next three years to meet the retention goal. (Lines can be added for additional Action Steps)

	Description	Person(s) Responsible	Target Date
Action Step	RSD will review and analyze exit interview data from the 2021-2022 school year to focus on what can be improved and share with the RSD Guiding Coalition.	Judy Pennington	By August 2022
Action Step	The HR Office will start a focus on employee appreciation and retention by creating an action plan with monthly tasks.	Judy Pennington	By January 2023
Action Step			

**What evidence will be used to determine if the retention goal is met? (Include baseline data and expected outcome)**

As of July 1, 2022, the RSD certified retention rate is 86%, with 14% of certified staff resigning or retiring. The outcome is to reach 92% retention rate by July 1, 2025, decreasing annually until the goal is reached.

### Review Progress (After Baseline Year)

**Describe progress made toward retention goal achievement and any improvements or adjustments that were made to the action plan to overcome barriers to plan success.**

**Focus Area: Increasing the number of students who pursue careers in education with an emphasis on students of minority races and ethnicities**

If multiple goals are created, copy and paste the template for each goal.

<b>Student Goal</b>	RSD Educators Rising will increase the number of students enrolled in the program by 5% each year.
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Which of the following best describes the student goal?	
<input type="checkbox"/>	New Goal
<input checked="" type="checkbox"/>	Extension of a Goal from previous year

**Action Plan**

Describe the steps your district will take over the next three years to meet the student goal. (Lines can be added for additional Action Steps)

	Description	Person(s) Responsible	Target Date
<b>Action Step</b>	We will partner with the athletic director to ask for coach support and discussions with their athletes to join Educators Rising.	Mary Beth Cox	December annually
<b>Action Step</b>	We will promote and recruit by explaining the Educators Rising CTE Pathway, including use of the new RSD Career Coaching positions.	Mary Beth Cox	December annually
<b>Action Step</b>			

What evidence will be used to determine if the student goal is met? (Include baseline data and expected outcome)
<p><b>Baseline data from 2021-2022: 23 Students enrolled in the Educators Rising Course, and of those 23, there were 8 minority students, representing 34% of the students enrolled.</b></p> <p><b>An expected outcome is that the number of students enrolled in the Educators Rising courses increases annually by 5% and the minority population grows to reflect the student demographics by fall of 2025.</b></p>

# Appendix A

## Template for Required Data

Districts must include the data below as part of their Teacher and Administrator Recruitment and Retention Plan. Districts may complete the template below **or download data** from locations outlined on the title page in order to meet plan requirements.

<b>SY 21-22 Data</b>	<b>% American Indian</b>	<b>% Asian</b>	<b>% Black/African American</b>	<b>% Hawaiian/Pacific Islander</b>	<b>% Hispanic/Latino</b>	<b>% Two or More Races</b>	<b>% White</b>
Student Body 5310	.19%	1.58%	6.07%	.10%	25.71%	5.18%	61.18%
Teachers 449	0%	0%	1%	0%	2%	0%	93%
Administrators 34	0%	0%	2%	0%	0%	0%	97%
Residents 29,264	.10%	1.89%	5.98%	0%	15.75%	3.29%	72.18%

<b>Previous Yrs Data</b>	<b>% American Indian</b>	<b>% Asian</b>	<b>% Black/African American</b>	<b>% Hawaiian/Pacific Islander</b>	<b>% Hispanic/Latino</b>	<b>% Two or More Races</b>	<b>% White</b>
<b>20-21</b>							
-Teachers 409	.23%	.45%	1.35%	0%	1.97%	.23%	95.95%
-Admin 35	0%	0%	2%	0%	0%	0%	94%
<b>19-20</b>							
-Teachers 384	0%	.24%	1.43%	0%	1.67%	0%	96.66%
-Admin 35	0%	0%	2%	0%	0%	0%	94%

## Appendix B

Below are resources recommended by the Arkansas Division of Elementary and Secondary Education to support the development of a district's Teacher and Administrator Recruitment and Retention Plan.

### **Recruiting a diverse, representative educator workforce that meets the needs of all students**

- [Educator Preparation Provider Quality Report \(EPPQR\)](#)
- Diverse Educator Preparation Program Completers list- Superintendents or other officials designated by the superintendent for the purpose of recruiting faculty and staff may access the list by contacting Michael Rowland, DESE Program Advisor, [michael.rowland@ade.arkansas.gov](mailto:michael.rowland@ade.arkansas.gov)
- [The AR Human Capital Handbook](#) (see pages 17-24, 72, 65-69)
- [AR Residency Model that provides a work-based pathway to licensure](#)
- [Greater than Diamonds: Recommendations on Improving Teacher Diversity in Arkansas](#)

### **Retaining a diverse, representative educator workforce that meets the needs of all students**

- [The AR Human Capital Handbook](#) (see pages 44-49, 79)
- The Leading a High Reliability School (2018) resource to review safe, supportive, and collaborative culture indicators (see page 37-74)
- [Greater than Diamonds: Recommendations on Improving Teacher Diversity in Arkansas](#)

### **Increasing the number of students who pursue careers in education with an emphasis on students of minority races and ethnicities**


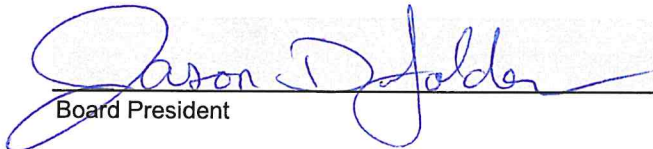
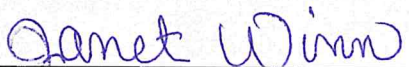
- Implement a student organization that encourages students to pursue a career in education, such as [Educators Rising](#)
- Develop MOU(s) with institutions of higher education to provide students the opportunity to earn the Certified Teaching Assistant (CTA) credential and implement the Arkansas Teacher Residency Model

### Review Progress (After Baseline Year)

Describe progress made toward student goal achievement and any improvements or adjustments that were made to the action plan to overcome barriers to plan success.

## Plan Submission

**INSTRUCTIONS:** Complete this page and post on your website along with the finalized Teacher and Administrator Recruitment and Retention plan before August 1.

SCHOOL DISTRICT/CHARTER SCHOOL:	LEA NUMBER:	COUNTY:
Russellville School District	5805000	Pope
Pursuant to A.C.A. § 6-17-1902, an employee must be designated to coordinate recruitment and retention plan implementation.		
COORDINATOR NAME/TITLE:	COORDINATOR TELEPHONE NUMBER/EMAIL:	
Judy Pennington, Assistant to the Superintendent for Personnel	479-968-1306 judy.pennington@rsdk12.net	
<u>The signatures below certify that the district is in compliance with Ark. Code Ann. § 6-17-1901, et seq. and Standard 2-A for Accreditation of Arkansas Public Schools:</u>		
Name of Superintendent or Chief Academic Officer: Dr. Ginni McDonald		
(Please Print)		
Signatures		7-12-22
	Superintendent/Chief Academic Officer	Date
		7-12-22
	Board President	Date
		7-12-22
	Board Secretary	