ARKANSAS DIVISION OF ELEMENTARY AND SECONDARY EDUCATION
TEACHER AND ADMINISTRATOR RECRUITMENT AND RETENTION PLAN

Pursuant to Ark. Code Ann. § 6-17-1901, *et seq.*, all school districts and open enrollment charter schools must prepare and post to their website by August 1st of each year a three (3) year Teacher and Administrator Recruitment and Retention Plan. An employee must be designated to coordinate the implementation of the plan. Plans must be reviewed and updated annually and must include, but are not limited to, the following:

- Annual goals for
  - *Recruiting* and *Retaining* teachers/administrators of minority races/ethnicities who increase diversity among staff and, at a minimum, reflect the racial/ethnic diversity of the district's students;
  - *Increasing the number of students* who pursue careers in education with an emphasis on students of minority races/ethnicities;
- The actions and steps taken/will take to meet its each of the goals;
- The progress in meeting each of the goals;
- The evaluative methods it will use to measure progress towards meeting the goals;
- If applicable, the reasons for not meeting previous goals and the steps it will take to overcome those reasons;
- Local data related to educator recruitment and retention

The plan **must include** the following local data:

Racial/ethnic composition of the

- Student body of the district or charter school (21-22 school year) - LEA Insights - **Overview**
- Teachers employed (previous 3 school years) - LEA Insights > Human Capital > Overview > **Certified Teaching Staff**
- Administrators employed (previous 3 school years) -**eFinance>Personnel>Job Assignment>Administrator Counts** or LEA Insights > Human Capital > Overview > Staff Details > **Search by Job Code**
- Residents of the district or charter school (most current data) - **State Census Data**

Note: Fillable data tables are provided in Appendix A. Districts can also download data from the locations provided above to meet the data requirements of the plan.

Districts are **encouraged** to review the additional data points below in order to justify goals or evaluate effectiveness of actions.

Racial/ethnic composition of the:

- Teacher and administrator applicant pool
- Teachers and administrators hired
- Teachers leaving the district (attrition)

Racial/ethnic composition of the:

- % of student population enrolled in DCTE Pre-Educator program-CTE Coordinator
- % of student population participating as active members of Educators Rising-CTE Coordinator
- % of student population who receive the Certified Teaching Assistant (CTA) credential-CTE Coordinator
- % of student population indicating education as a career choice in Student Success Plans

Data Related to Teacher Quality

- Years of experience
    - % of novice teachers
    - Average years of experience
- Teacher Attainment
    - Teachers with master's degrees or higher- LEA Insights>Human Capital>Public Educators
    - National Board Certified Teachers- LEA Insights>Human Capital>National Board Certified Teachers
    - Teachers with Lead/Master designations- LEA Insights>Human Capital>Public Educators
- Licensure exception data- LEA Insights>Human Capital>License Types and Exceptions
- Overall attrition-LEA Insights>Human Capital>Attrition

Student Growth and Achievement Data

- Student assessment data-myschoolinfo.arkansas.gov>select district>custom report>student assessment

All plans must reflect data analysis.

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.

Recruitment Goal	Recruit, interview, and hire teachers and administrators who reflect the diversity of the school community and students.

Which of the following best describes the recruitment goal?	
☑	New Goal
☐	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	Openings will be published to the district website and social media channels, AAEA's Schoolspring website, and the district will contact colleges of education to seek applicants.	Superintendent - Travis Fletcher	Ongoing
Action Step	Utilize hiring committees that include personnel with diverse experiences.	Building Principals	Ongoing
Action Step	Participate in and support recruitment strategies of the North Central Education Service Cooperative	Building Admin. and Superintendent	Ongoing

What evidence will be used to determine if the recruitment goal is met? (Include baseline data and expected outcome)
Action Step 1 - A spreadsheet will log the date of publication on media channels and the date of contact of colleges **Action Step 2** - Building principals will provide the superintendent with members of hiring committees **Action Step 3** - Help marketing efforts of North Central Education Co-op virtual job fair, review "teacher candidate lists" updated by the local co-op, and provide support for new and veteran teachers who are taking Praxis exams to expand licensure.

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: 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.

Retention Goal	Retain 80% of licensed administrators and teachers (excluding those leaving for retirement) each year

Which of the following best describes the retention goal?	
☑	New Goal
☐	Extension of a Goal from previous year

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	Continuously seek out teachers who are interested in participating in the Arch Ford "Lead Teacher" and "Principal Prep" program.	Building Principals	Ongoing
Action Step	Ask a district representative to attend quarterly co-op human resources meetings to learn of new ways to retain teachers and network with other regional HR personnel.	Superintendent	January 31st, 2023
Action Step	Set up a task force that includes a member of the PPC to consider potential employee benefits that will improve retention.	Superintendent	January 31st, 2023

What evidence will be used to determine if the retention goal is met? (Include baseline data and expected outcome)
Action Step 1 - At present, no teachers are in the "lead teacher" or "principal prep" programs. The goal is to have at minimum one person in one of these programs by the year's end. Action Step 2 - Evidence of making the step will be attendance at HR events. Action Step 3 - Evidence of making the step will be the superintendent receiving recommendations to enhance retention.

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.

Student Goal	Increase student awareness of PK-12 education as an important career choice.

Which of the following best describes the student goal?	
☑	New Goal
☐	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
Action Step	Provide campus job shadowing opportunities for high school juniors and seniors.	High School Principal	Ongoing
Action Step	Ensure that educational careers are a focus during 8th grade Career Development classes.	FACS teacher	Each Semester
Action Step	Monitor student success plans for career interests that include an education field so that Concord Schools can consider forming an Ed Rising chapter.	High School Counselor	Ongoing

What evidence will be used to determine if the student goal is met? (Include baseline data and expected outcome)
Action Step 1 - The principal will keep a log of student job shadowing placements Action Step 2 - The teacher will keep lesson plans reflecting a focus on educational career focus. Action Step 3 - The counselor and career coach will share names of students who indicate an interest in education with the FACS teacher

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:
Concord School District	1201	Cleburne

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:
Travis Fletcher - Superintendent	travis.fletcher@concordschools.org

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:

Name of Superintendent or Chief Academic Officer: Travis Fletcher

(Please Print)

Signatures

Superintendent/Chief Academic Officer	Date
Board President	Date
Board Secretary	Date

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.

SY 21-22 Data	% American Indian	% Asian	% Black/African American	% Hawaiian/Pacific Islander	% Hispanic/Latino	% Two or More Races	% White
Student Body	.2638		.2638	.2638	2.1108	.2638	96.8337
Teachers							100
Administrators							100
Residents	.8	.5	.6	<1/2 unit	3	1.9	96.1

Previous Yrs Data	% American Indian	% Asian	% Black/African American	% Hawaiian/Pacific Islander	% Hispanic/Latino	% Two or More Races	% White
20-21							
-Teachers							
-Admin							
19-20							
-Teachers							
-Admin							

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.

Example Teacher and Administrator Recruitment and Retention Plan (Link here once complete)

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 (link to CM when published)
- 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