

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 >Enrollment](#)
- 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-[LEA Insights>Human Capital>Overview](#)
 - Average years of experience- [LEA Insights>Human Capital>Overview](#)
- 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	It shall be the goal of the Stuttgart School District to recruit racially diverse applicants for its instructional and administrative staff that mirrors the diversity of our student body
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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	In an effort to recruit a diverse applicant pool, we will form a racially diverse staff committee in order to be more successful in our recruiting	Superintendent, District Administrators, Building Principals, and the Director of Student Services	12/2022
Action Step	Form partnerships within the district as well as with local businesses that work with a diverse population	Superintendent, District Administrators, Building Principals, and the Director of Student Services	Immediately

Action Step	Intentionally seek out qualified minority teachers and administrators by attending job and career fairs as well as minority and equity programs. Make sure that information regarding job vacancies is faxed to Historically Black Colleges and Universities (HBCUs) and other colleges and universities with a high minority enrollment	Superintendent, District Administrators, Building Principals, and the Director of Student Services	09/2022
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What evidence will be used to determine if the recruitment goal is met? (Include baseline data and expected outcome)

We will know that step one has been met when the committee is formed. We will ensure that step 2 is met by keeping a contact log, and we will know that goal 3 is met by keeping documentation of events attended as well as keeping up with information that has been sent out. Another evaluative tool will be how many staff referrals are made and how many minority applicants have applied.

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.

Since the baseline year, we have formed a diverse committee of school employees that help in the recruiting process. This has enabled us to have different eyes and ears open to potential employees. We have reached out to several individuals in an effort to draw them to our district. We have also attended a plethora of job/career fairs to recruit applicants. At these job fairs, we have accumulated resumes and information regarding graduation dates and areas of study. The resumes that we received at the job fairs were given to our building level principals who utilized the information to contact prospective teachers. Our district was also able to give attractive bonuses for recruitment purposes that were based on attendance.

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	It is the goal of the Stuttgart School District to retain the diverse staff of teachers and administrators that have been hired
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Which of the following best describes the retention 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 retention goal. (Lines can be added for additional Action Steps)

	Description	Person(s) Responsible	Target Date
Action Step	Pay mentors for novice teachers in order to provide support	Superintendent, District Administrators, Building Principals, and the Director of Student Services	12/2022
Action Step	Provide professional development monthly to assist novice teachers in their daily regiment and provide support for completing their certification if needed	District and Building level Administrators	09/2022
Action Step	Review compensation packages for competitiveness with surrounding LEAs	Superintendent, District Administrators, Building Principals, and the Director of Student Services	continually

What evidence will be used to determine if the retention goal is met? (Include baseline data and expected outcome)
The evidence of the goal being met will be in the number of minority teachers that remain in our district.

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.

We paid Mentor Teachers to coach our Novice Teachers, provided monthly support through professional development, paid for Practice Praxis Exams, and gave retention bonuses. We were fortunate to keep 8 of our 9 minority teachers and all 3 of our minority administrators. We will continue to provide support to our novice teachers through mentorship and coaching.

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

Implement Education Classes into our curriculum

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	We will be intentional about seeking out minority students and others that have an interest in pursuing Education.	All teachers and staff	Start reaching out immediately 08/2023

Action Step			
Action Step			

What evidence will be used to determine if the student goal is met? (Include baseline data and expected outcome)
We will know if the goal has been met by the number of students that express an interest in Education. If there is enough interest, we will start the classes the 2024/2025 school year

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.
We implemented an Introduction to Education course last year and 9 students enrolled. There was not enough interest generated to start a class for the 2023-2024 school year.

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:
Stuttgart School District	0104	Arkansas

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:
Nikki Hawkins	870-673-8701 ext. 1008

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:

Signatures	Name of Superintendent or Chief Academic Officer:	Jeff McKinney
		(Please Print)
	/S/Jeff McKinney	08/01/23
	Superintendent/Chief Academic Officer	Date
	/s/Jennifer Payton	08/08/23
	Board President	Date
	/s/Candice Prine	08/08/23
	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 22-23 Data	% American Indian	% Asian	% Black/African American	% Hawaiian/Pacific Islander	% Hispanic/Latino	% Two or More Races	% White
Student Body	0	1.4	42.4	.4	9.6	5.6	40.6
Teachers	0	0	8.2	0	.8	0	91.0
Administrators	0	0	27.0	0	0	0	73.0
Residents	0.3	0.1	39.7	0	1.6	2.3	56.0

Previous Yrs Data	% American Indian	% Asian	% Black/African American	% Hawaiian/Pacific Islander	% Hispanic/Latino	% Two or More Races	% White
21-22							
-Teachers	0	.5	4.9	.5	.5	0	93.6
-Admin	0	0	9.0	0	0	0	91.0
20-21							
-Teachers	0	0	3.9	.5	1.1	0	94.5
-Admin	0	0	9.0	0	0	0	91.0

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
- [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