

Enrollment Diversification Plan

Diverse Pipeline Pilot 2021

Institution:

Contributors:

This template is designed to help Educator Preparation Programs (EPPs) set goals for diversifying candidate enrollment, choose strategies aligned to those goals, and plan to implement those strategies over the next three years.

Step 1. Summarize the key findings from the Internal Review.

The Internal Review of EPP Enrollment Diversification Conditions collected enrollment data, surveys, focus groups, and anecdotal information about systems and processes from EPP stakeholders to uncover diversity recruitment efforts, barriers and biases, and the current experience of enrolled candidates of color. It is critical that enrollment diversification goals and strategies are grounded in the EPP's context, including current leadership and priorities, institution-level influences, budgets and resources, and program size and geographic location. Most importantly, the enrollment diversification plan should be responsive to the key findings from the Internal Review, including the program's strengths and areas for improvement regarding diversifying enrollment. For the purposes of this planning process, we want to focus on program level explanations of the data collected through the Internal Review. As you are reviewing the data collected, consider it through this frame: **How have the systems and policies, and the culture of the institution and the EPP, contributed to the themes identified in the review?**

Complete the table below with information from the Internal Review.

What are your program's biggest strengths when it comes to recruiting and retaining candidates of color?	What are your program's biggest areas for growth around diversifying enrollment?	What are the headlines or trends from the Internal Review that were the most eye-opening or informative? (May include data points, focus group soundbites, or insights from the advisory council)
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Step 2. Set goals for recruiting and retaining candidates of color.

All programs will set two enrollment diversification goals, one for recruitment and one for retention, using the following format.

Goal Template	Completed Goal Example
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<p>Diversity Recruitment Goal: By 2023-2024, over the next three years, our program will have increased the % of candidates of color who enroll in our program by X percentage points, from X% (current percent of enrollees of color) to X% (target percent of enrollees of color).</p> <ul style="list-style-type: none"> • By the first year, 2021-2022, our program will have increased the % of candidates of color who enroll in our program by X points to X% (target percent of enrollees of color by Year 1). • By the second year, 2022-2023, our program will have increased the % of candidates of color who enroll in our program by X points to X% (target percent of enrollees of color by Year 2). <p>Diversity Retention Goal: By 2023-2024, over the next three years, our program will have increased the % of candidates of color who complete our program by X percentage points, from X% (current percent of graduates of color) to X% (target percent of graduates of color).</p> <ul style="list-style-type: none"> • By the first year, 2021-2022, our program will have increased the % of graduates of color who complete our program by X points to X% (target percent of graduates of color by Year 1). • By the second year, 2022-2023, our program will have increased the % of graduates of color who complete our program by X points to X% (target percent of graduates of color by Year 2). 	<p>Diversity Recruitment Goal: By 2023-2024, over the next three years, our program will have increased the % of candidates of color who enroll in our program by 12 percentage points, from 18% (current percent of enrollees of color) to 30% (target percent of enrollees of color).</p> <ul style="list-style-type: none"> • By the first year, 2021-2022, our program will have increased the % of candidates of color who enroll in our program by 4 points to 22% (target percent of enrollees of color by Year 1). • By the second year, 2022-2023, our program will have increased the % of candidates of color who enroll in our program by 4 points to 26% (target percent of enrollees of color by Year 2). <p>Diversity Retention Goal: By 2023-2024, over the next three years, our program will have increased the % of candidates of color who complete our program by 11 percentage points, from 14% (current percent of graduates of color) to 25% (target percent of graduates of color).</p> <ul style="list-style-type: none"> • By the first year, 2021-2022, our program will have increased the % of graduates of color who complete our program by 3 points to 17% (target percent of graduates of color by Year 1). • By the second year, 2022-2023, our program will have increased the % of graduates of color who complete our program by 4 points to 21% (target percent of graduates of color by Year 2).
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How do I know what enrollment diversity targets to set for the next three years? Consider this guidance for setting diversity recruitment and retention goals:

- The majority of teacher preparation programs have less diversity than their larger institutions; this is true nationally and in Illinois. EPPs should aim to have the diversity of enrolled teacher candidates reflect the diversity of their institution overall.
- Consider setting a consistent annual increase in the percent of students of color enrolling in the program over the next three years, aiming for three to six percentage points more candidates of color each year. ISBE is working toward an annual increase of five percentage points over the next three years, but programs should choose an annual increase target based on their context.
- Consider what resources your program is willing to invest in diversifying enrollment. The more resources, including funds, staff time, and digital/marketing/data tracking tools you're able to invest in this priority, the greater the return you can expect to see.
- Consider the findings from your Internal Review and your program's readiness to build inclusive environments where candidates of color thrive. You may choose to be more aggressive in working toward your retention goal in the first year, such as creating spaces for belonging to ensure candidates of color are having a better experience once they enroll in the program. In most cases, you will need to focus on both goals, the pipeline and the program experience, at the same time.

Customize the goal language below to reflect your program's three-year targets for diversifying enrollment. On the right, share your rationale for your targets, as well as any data, criteria, or evidence you considered.

Program Targets	Rationale
<p>Diversity Recruitment Goal: By 2023-2024, over the next three years, our program will have increased the % of candidates of color who enroll in our program by X percentage points, from X% (current percent of enrollees of color) to X% (target percent of enrollees of color).</p> <ul style="list-style-type: none"> • By the first year, 2021-2022, our program will have increased the % of candidates of color who enroll in our program by X points to X% (target percent of enrollees of color by Year 1). • By the second year, 2022-2023, our program will have increased the % of candidates of color who enroll in our program by X points to X% (target percent of enrollees of color by Year 2). <p>Diversity Retention Goal: By 2023-2024, over the next three years, our program will have increased the % of candidates of color who complete our program by X percentage points, from X% (current percent of graduates of color) to X% (target percent of graduates of color).</p> <ul style="list-style-type: none"> • By the first year, 2021-2022, our program will have increased the % of graduates of color who complete our program by X points to X% (target percent of graduates of color by Year 1). • By the second year, 2022-2023, our program will have increased the % of graduates of color who complete our program by X points to X% (target percent of graduates of color by Year 2). 	<p><i>Share how you arrived at these targets and the information you considered.</i></p>

Step 3. Select enrollment diversification strategies.

Choose [enrollment diversification strategies](#) that will help you meet the ambitious goals outlined in the previous step. Consider the following guidance when selecting strategies:

- What strengths, opportunities, barriers and biases came up during Internal Review? Select strategies that will help you build on the things you're doing well, and help you make progress in the areas where you need substantial growth..
- Choose strategies that are realistic and attainable, but that will also push your staff and your program beyond your comfort zone or what you can currently sustain so you'll be forced to make adjustments to current resource allocation.
- Consider your starting place and readiness to implement certain strategies, and which strategies will be foundational to others. For example, you might not increase your marketing presence or create a new recruitment campaign before establishing your value proposition for candidates of color. Or you might not prioritize asking staff to create a more culturally responsive curriculum before they've been provided with sufficient training on cultural competency.
- Be thoughtful about how long strategies might take to implement and what effort will be required during that time. There are some items you'll be able to implement immediately, like adding new high schools to your recruitment list. Other strategies may take a year or more of planning and design to come to fruition, like a new community partner partnership or a paraprofessional pipeline, but it is worth prioritizing now because it will be more impactful and sustainable long-term.
- Consider quality over quantity. You may choose just a couple high-impact strategies in the first year, do them really well, and build on that success in subsequent years.

Prioritize Strategies

Think about the next three years. What strategies can be implemented immediately, over the short-term, or over the long-term? What level of effort and resources will it take to implement these strategies? What is the potential return on investment that makes the strategies worthwhile to implement now?

List the strategies you will commit to in the table below for your recruitment goal and your retention goal. Some cells may be empty depending on how you prioritize and dedicate resources.

Level of Investment	Diversity Recruitment Strategies	Diversity Retention Strategies
What are the strategies you can implement immediately with low-effort and few resources?		
What are the strategies that can be implemented over the course of one-year and will require moderate effort and resources?		
What are the strategies that will involve complex planning, adaptive changes, and considerable resources, but will likely have a big return on investment?		

Strategy Inputs and Outputs

Now that you've prioritized strategies to help you meet your two enrollment diversification goals, think about what it will look like to implement these strategies. List the inputs and outputs for each strategy.

Strategy	Recruitment or Retention?	Investment Level (Low, Medium, High)	Inputs (What is the scope of this strategy?)	Outputs (How will you know if this strategy is successful?)
Ex: Recruit at more high schools in communities of color.	Recruitment	Low	Engage with 10 new high schools that are over 50% students of color	Receive contact info from 80 potential applicants and 20 applications submitted

Reflect

Will these strategies help our program meet our three-year diversity recruitment and retention goals? Do we need to scale back on the quantity of initiatives and focus our efforts? Do we need to ramp up our efforts to meet our ambitious goals?

Step 4. Plan to implement enrollment diversification strategies.

Each strategy identified above should be assigned a project sponsor and manager who are responsible for the work. Key stakeholders who should be included or consulted should also be identified here. Use the table below to outline the proposed decisions for each strategy.

Decision Point	Proposed Decision
Who will be the project sponsor with ultimate responsibility over scope and deliverables? Choose a sponsor who has the necessary influence and decision-making ability to advocate for the strategy.	
Who will be the project manager that develops and maintains project plans and schedules, manages toward goals, and ensures overall quality?	
Who are the key stakeholders who need to be included or consulted for this strategy to be a success? Consider staff within the EPP and across institution departments where necessary.	
What resources do you need to implement this strategy? Consider funding, staff time, knowledge, skills, expertise, as well as physical resources.	
Create an action plan . What specific steps will staff take and by when? The action plan should consider whether the strategy should be implemented immediately, in the short-term, or in the long-term, and include all the steps to ultimately implement the strategy.	

Step 5. Invest the EPP community and the institution in the plan.

Sharing the enrollment diversification plan with all stakeholders increases the likelihood of meeting your goals.

Ask for feedback. Request feedback on your enrollment diversification plan (goal targets and timeline, priorities, strategies, and implementation) from EPP stakeholders, including program-level and institution-level leadership, the recruitment and admissions teams, EPP faculty, EPP candidates, and district partners.

Who will you request feedback from and when? What is your plan for collecting, considering or incorporating feedback?

Share your vision for this work. Share your goals and priorities, as well as your rationale and your plan for diversifying enrollment with the EPP community. This demonstrates transparency and accountability to the community and to EPP staff and candidates.

How will you share your vision for enrollment diversification with the EPP community?

Invest staff in their role in this work. All program staff and some institution staff will contribute to EPP enrollment diversification. Support staff to determine how they can contribute to the strategies identified for diversity recruitment and retention, and internalize their responsibilities. Where possible, build these responsibilities into job descriptions and evaluation criteria.

How will you support staff to understand their role in enrollment diversification strategies?