

MINORITY RECRUITMENT AND RETENTION  
FIVE YEAR PLAN



Beebe, Heber Springs, Searcy  
Little Rock Air Force Base

(FOR ACADEMIC YEARS 2012-2017)

## ***INTRODUCTION/BACKGROUND***

ASU-Beebe has a long history as a student-centered university dedicated to meeting the needs of our students with high quality programs in a friendly atmosphere. We are committed to providing equal opportunities for all our students, faculty, and staff. Diversity is an essential element of the educational process, and we strive to foster an environment, both in the classroom and the work environment, where everyone will be an integral part of our university family.

We have placed special emphasis on the recruitment of minority faculty, staff, and students. As an open admission institution, everyone has an opportunity to seek an education. Our learning center, counseling services, small class sizes, and caring faculty are some of the “special touches” students find when they attend our institution.

ASU-Beebe recognizes the uniqueness of each student and provides support programs designed to assist students in determining and achieving their educational, personal, and occupational goals. We are committed to that premise.

Eugene McKay, Chancellor  
Arkansas State University - Beebe

## ***ASU-BEEBE LONG RANGE PLANNING***

ASU-Beebe has completed a long-range planning process to revise and update its mission, vision, core values, and strategic plan. During this planning process, ASU-Beebe made special efforts to consider diversity, global awareness, and recruitment and retention of minority students, faculty, and staff. The mission, vision, and core values are reflected below. The operational plan for Strategic Objective 5.2, “Develop and implement strategies to recruit and retain minority faculty, staff, and administrators,” is included in this report as Appendix C. The entire ASU-Beebe Strategic Plan is included as Appendix D. ASU-Beebe’s practice is to continually revise and update its strategic plan as necessary to further its mission, vision, core values, and needs as an institution.

### ***Mission***

Transforming lives through quality learning experiences.

### ***Vision***

With 10,000 credit and 5,000 non-credit students, Arkansas State University – Beebe will become a comprehensive university of choice that enriches lives and equips students to become life-long learners capable of achieving excellence within an ever-changing global society.

### ***Core Values***

Arkansas State University-Beebe is a community of individuals working together to accomplish a common mission and vision. The following core values provide the foundation that guides the way in which our mission is accomplished and our vision will be achieved.

While strengthening our practice of being student-centered, we will guide our internal conduct as well as our relationships with those we serve by applying the values of integrity, diversity and global awareness, excellence, access, and student-centered (IDEAS).

**Integrity:** We value integrity by having honesty and truthfulness in the consistency of our actions, methods, and principles.

**Diversity and Global Awareness:** We value diversity and global awareness by assisting our students and employees to increase their exposure to and understanding of our diverse local, state and global societies and their impact on cultural and economic well-being.

**Excellence:** We value continuous improvement and strive for excellence by accomplishing our tasks with distinction.

**Access:** We value access to educational opportunities by providing multiple locations and diverse programs and delivery methods.

**Student-centered:** We value a student-centered culture by focusing on the needs, abilities, interests and education of our students as our highest priority.

# ***SUMMARY OF ASU-BEEBE GOALS, OBJECTIVES, AND STRATEGIES FOR THE RECRUITMENT AND RETENTION OF MINORITY STUDENTS, FACULTY, AND STAFF***

The Chancellor's Office and Human Resources Department of ASU-Beebe have taken ownership and supervisory responsibility over ASU-Beebe diversity initiatives, including its efforts to recruit and retain minority students, faculty, and staff. A summary of specific goals and objectives is included below. These goals are drawn from the Human Resources Recruitment Plan, the Chancellor's Office Functional Goals and Assessment Plan, the Strategic Objective 5.2 Operational Plan, and additional ASU-Beebe plans and practices.

## **Goal One: Develop and implement strategies to recruit and retain minority faculty, staff, and administrators (Strategic Objective 5.2).**

- a. Diversify and increase recruitment activities to minority-serving institutions.
- b. Diversify recruitment efforts by advertising in publications and websites that directly serve minority populations.
- c. Create recruitment materials that indicate close proximity to the metro area and reflect diverse populations.
- d. Train search committees on proper hiring processes using objective and good-faith evaluation of the candidate's qualifications.
- e. Recruit minority adjunct instructors to apply for permanent teaching positions as they become available.
- f. Conduct at least two minority recruitment visits each year.

## **Goal Two: Implement the core value of "diversity and global awareness" throughout the individual departments and academic units of ASU-Beebe.**

- a. Offer coursework that emphasizes minority contributions, minority history, and other learning objectives that increase minority awareness.
- b. Organize and promote campus concert/lecture events that feature minority musicians, artists, and entertainers.
- c. Allocate funds from departments throughout our campuses to minority recruitment and retention objectives.
- d. Organize and promote student life events/programs highlighting the value of minority contributions to society, such as Black History Month events.

## **Goal Three: Actively recruit and retain minority students.**

- b. Target at least 10 minority-majority school districts each year for recruitment visits, promotional item distributions, and additional recruiting efforts.
- c. Participate in the Student Exchange Visitors Information System (SEVIS) program on a continuing basis.
- d. Have the Enrollment Management Committee ensure that we are offering any programs/services needed to enhance minority student success.

## **Goal Four: Promote a campus environment that is minority-friendly.**

- a. Conduct minority/diversity training on at least an annual basis.
- b. Employ a Campus Police force dedicated to ensuring campus is as safe as possible for all faculty, staff, and students.

## ***SUCCESS INDICATORS***

### **Faculty and Staff Success Indicators:**

- An increased number of minority employment applicants.
- An increased number and percentage of minority faculty, staff, and administrators.
- Search committees producing documented evidence that the search process has been conducted based upon objective qualifications related to the advertised position.
- Evidence proving that all processes have been exhausted to secure a diverse applicant pool through advertisement, institutional contacts, or nomination.

In keeping with appropriate fair hiring practices, a numerical value may not be assigned to produce a hiring quota for faculty and staff. However, ASU-Beebe is committed to achieving diversity and excellence among its faculty and staff by committing to hire the best applicant in each pool and making every attempt to broaden the diversity of all applicant pools.

### **Student Success Indicators:**

- An increased number of minority student applicants.
- An increased number of enrolled minority students.
- A minority student success rate that equals or surpasses our overall student success rate as reported by ADHE.
- Zero reported hate crimes on the basis of race or ethnicity each year.
- A minority student leadership participation rate equal to or surpassing the minority student population percentage at ASU-Beebe.

## ***TIMELINE***

Many of the goals, objectives, and strategies contained in this plan have already begun to be implemented. All the plan initiatives will begin to be implemented during the 2011-2012 academic year. We believe achieving our core value of diversity and global awareness will require a continuous effort on our part as an institution.

## ***BUDGET***

Although we have no budget tied exclusively to minority recruitment and retention, we support minority recruitment and retention throughout our different budgets and accounts across our campuses. We believe nearly every ASU-Beebe budget can and should support our institutional goals of advancing minority recruitment and retention.

Specific examples of our financial support of minority recruitment and retention across our campuses are listed below:

- We allocate position advertising dollars to minority publications and web marketing targeting minorities.
- We allocate funds to minority employee recruitment visits.
- We allocate funds to host minority recruitment visits on campus.
- We fund diversity training through our Employee Development budget.
- We fund concert/lecture events that promote minority artists, musicians, and entertainers.
- We fund student recruitment activities to minority-majority high schools.
- We fund travel expenses for out-of-state candidates interviewing for jobs, thereby increasing our chances of securing qualified minority candidates for our available faculty and staff positions.
- We fund student activities that promote diversity and the value and contributions of minority members of society.

## ***MEANS OF ASSESSMENT***

The goals, objectives, and strategies contained in this plan can be assessed using the following methods:

- IPEDS reporting
- EEO reporting
- New hire reporting (State)
- Tracking of recruitment activities
- Participation in diversity awareness activities
- Participation in training for search committees
- Review of each applicant pool for increased numbers of qualified minority applicants.
- The Annual Minority Recruitment and Retention Report submitted to ADHE.
- Review of enrollment data
- Review of annual Clery Act campus crime reports.

ASU-Beebe plans to continually modify and update this plan on an annual basis. This plan will be distributed to the entire campus community at least annually. We believe that everyone at ASU-Beebe has a vested interest in increased minority recruitment and retention, and we believe that everyone has a duty to help fulfill the goals, objectives, and strategies contained in this plan.

## APPENDIX A

### ACT 1091 of 1999

**Act Entitled: *An Act to Require State Supported Colleges and Universities to Establish Programs to Enhance the Retention of Minority Students, Faculty, and Staff; and for Other Purposes.***

#### SECTION 1.

For purposes of this act, the term “minority” refers to African Americans, Hispanic Americans, Asian Americans, and Native Americans.

#### SECTION 2.

a) All state-supported colleges and universities shall establish a program for the retention of blacks and other members of minority groups as students, faculty, and staff. Retention action plans shall be prepared on a continuing basis for future five-year periods.

b) Each state-supported college and university shall annually prepare a progress report on the steps that have been taken to reach the goals of the plan. The report shall include information relative to students, faculty, and staff within the institution.

c) Copies of each institution’s five-year plan and annual reports shall be filed by June 30 with the Department of Higher Education, the Board of Trustees of the institution, the House and Senate Interim Committees on Education, and the Board of Visitors of the institution, if applicable.

d) The Department of Higher Education shall develop appropriate forms for reporting and shall monitor the retention plans and annual reports.

e) In carrying out the retention action plans, each institution shall provide for a part-time or full-time employee by reassignment, appointment, or employment to assist the institution in the retention of blacks and members of other minority groups for faculty and staff positions.

#### SECTION 3.

All provisions of this act of a general and permanent nature are amendatory to the Arkansas code of 1987 annotated and the Arkansas Code Revision Commission shall incorporate the same in the Code.

#### SECTION 4.

If any provision of this act or the application thereof to any person or circumstance is held invalid, such invalidity shall not affect other provisions or applications of the act which can be given effect without the invalid provision or application, and to this end the provisions of this act are declared to be severable.

#### SECTION 5.

All laws and parts of laws in conflict with this act are hereby repealed.

#### Supplemental Information:

Act 1091 of 1999 was enacted by The State of Arkansas 82nd General Assembly during its regular session of 1999. The bill was sponsored by Representatives C. Johnson, Green, T. Steele, White, Wilkins, Willis, and M. Smith. The Act is very similar to Act 99 of 1989, codified as A.C.A. 6-63-103, which applies to minority recruitment (rather than retention.) Act 1091 of 1999 differs from Act 99 in that Act 1091 requires ADHE to develop appropriate forms for reporting and to monitor the retention plans and annual reports. It also defines “minority” which was not done in the 1989 Act.

INFORMATION SOURCE: Act 1091 of 1999 enacted by the General Assembly of the State of Arkansas

## APPENDIX B

# Arkansas State University-Beebe Recruiting Plan

Arkansas State University-Beebe is an equal opportunity employer. The governor of Arkansas, by proclamation, has indicated that it is his policy “to ensure equal opportunities in the recruitment and selection for all state jobs.”

Hiring officials have the option to advertise within a department, university-wide or outside the university. The following recruiting procedures are to be followed at Arkansas State University-Beebe, to include ASU-Heber Springs, *A Center of ASU-Beebe*, ASU-Searcy, *A Technical Campus of ASU-Beebe*, and the ASU-Beebe programs at Little Rock Air Force Base, to ensure that applicants are considered for vacant job openings.

### **Advertise Within a Department**

It is believed to generally be in the best interest of the university to utilize external recruitment sources for all positions. However, if a supervisor opts to fill a position from within the department, the position should be posted for a minimum of five working days to allow employees in that department to apply. Employees from other departments cannot apply.

### **Advertise University-Wide**

Positions that are not filled within a single department may be announced to employees of the University by postings and e-mail. A minimum of ten (10) working days should be allowed for non-classified and faculty positions. A minimum of five (5) working days should be allowed for classified positions. If the decision is made to post within the University, but no current University employee expresses an interest in the job and/or meets minimum job requirements, the job will be advertised outside the University.

### **Advertise Outside the University**

External advertisements will be posted in the Arkansas Democrat Gazette and on the AR Jobs website in accordance with the governor’s directive. Professional and faculty positions will be posted appropriately in publications that serve national exposure, commitment to diversity, and to attract applicants specific to the field advertised.

Openings for faculty, non-classified, and classified positions with supervisory responsibility will be advertised for a minimum of ten (10) working days; other positions will be advertised five (5) working days.

## **OTHER INFORMATION**

The following is a summary of the actions taken by the University to recruit applicants for all full-time positions. This plan also facilitates the accomplishment of the University’s equal employment opportunity hiring program and its diversity initiatives. The administration of the University is committed to the effort to attract a larger number of minority employees to work at all of our campuses.

All non-classified positions, classified positions, and academic positions are advertised in the Arkansas Democrat-Gazette. Certain positions, for example, an instructor of a technical program, may be advertised in a national trade publication relevant to that field.

The University also subscribes to HigherEd Jobs.com. All faculty and administrative positions are posted on this web site. This site allows prospective applicants in the United States and foreign countries the ability to view the University’s job openings.

The University subscribes to an affirmative action e-mail package from HigherEd Jobs.com. This allows the university to target candidates using HigherEd Jobs.com who indicate they are minorities. These individuals are sent an e-mail from HigherEd Jobs.com regarding the position that is available. This additional recruiting is being done in an effort to recruit minority faculty and staff. In addition, we advertise in the Chronicle of Higher Education, Minority Times, *Hola’ Arkansas*, National Minority Update Magazine, and Diversity News.



In addition to advertisements posted on the AR Jobs website and in the Arkansas Democrat Gazette, support staff positions for Arkansas State University-Beebe are normally advertised in the Beebe News, Cabot Star Herald, The Leader, and The Searcy Daily Citizen. Positions for Arkansas State University-Searcy Campus are usually advertised in The Searcy Daily Citizen. Positions for the Heber Springs Center are usually advertised in the Heber Springs Sun Times. Positions for the Little Rock Air Force Base are advertised in The Leader or The Jacksonville Patriot.

If requested by the hiring official and approved by Human Resources, all staff positions for the University may be advertised in the Arkansas Democrat-Gazette.

The University also posts all positions on the Arkansas State Jobs website where all state jobs and jobs in higher education are posted per the Governor's directive.

The Department of Human Resources has an employment link on Arkansas State University-Beebe's web page. This allows Internet users access to employment opportunities at Beebe, Heber Springs, LRAFB, and Searcy.

All positions are posted at various locations (bulletin boards, etc.) on campuses at Arkansas State University-Beebe, Arkansas State University-Heber Springs, Arkansas State University-Searcy, and the Little Rock Air Force Base. Position announcements are emailed to current employees.

ASU - Beebe is deeply committed to the retention of students and employees.

Source: Office of Human Resources, ASU-Beebe, June 2011.

APPENDIX C

# Arkansas State University-Beebe



**OPERATIONAL PLAN FOR  
STRATEGIC OBJECTIVE 5.2:**

*Develop and implement strategies to recruit and retain minority faculty, staff, and administrators.*

ASU-Beebe

*ASU-Heber Springs, a Center of ASU-Beebe*

*ASU-Searcy, a Technical Campus of ASU-Beebe*

ASU-Beebe Programs at Little Rock Air Force Base

## OPERATIONAL PLAN FOR STRATEGIC OBJECTIVE 5.2

1. **Strategic Goal 5**  
*Recruit and Retain Outstanding University Employees.*
2. **Objective 5.2**  
Develop and implement strategies to recruit and retain minority faculty, staff, and administrators.
3. **Chancellor's Council Liaison:** Stephanie Nichols
4. **Co-Chairs:** Susan Collie, Kae Chatman
5. **Members of the Committee:** Keith Foster, Jimmy Boyd, Karen Barger, Susan Collie, Kae Chatman
6. **Describe the measurable steps you will take to achieve the objective.**
  - In order to achieve our goal of improving diversity of minority faculty, staff, and administrators at ASU- Beebe, the committee believes first that diversity must be defined on our campus. ASU Beebe will define "Diversity" to the community it serves as the following:

"Pursuant to Act 1061 of the Arkansas State Code, diversity at ASU- Beebe shall include 'African Americans, Hispanic Americans, Asian Americans, and Native Americans.' However, ASU-Beebe also complies with all state and federal anti-discrimination laws, including Title VII of the Civil Rights Act of 1964, which prohibits employment discrimination on the basis of race, color, religion, sex, or national origin."
  - Diversify and increase recruitment activities to minority-serving institutions of higher education.
  - Diversify recruitment efforts by advertising in publications and web sites that directly serve minority populations.
  - Create recruitment materials that indicate close proximity to the metro area and reflect diverse populations.
  - Train search committees on proper hiring processes using objective and good-faith evaluation of the candidate's qualifications.
7. **How does this contribute to or support student learning/student success?**
  - Diversity enriches the educational experience as students learn from those whose experiences, beliefs, and perspectives vary from their own.
  - Diversity encourages promotion of personal growth as it challenges stereotyping, encourages critical thinking and helps students learn to communicate effectively with people from different backgrounds and experiences.
  - Diversity will strengthen our community and workplace as our society expands globally, enriching our students and allowing them to be better prepared as global citizens.
  - Enrichment of student experiences will support the effective use of talents and abilities of all our citizens as they become competitive leaders of the future.

**8. Describe your method of assessment.**

Data from the following areas will be used:

- IPEDS reporting
- EEO reporting
- New hire reporting (State)
- Tracking of recruitment avenues
- Participation in diversity awareness activities
- Participation in training for search committees
- Review of each applicant pool for increased numbers of qualified minority applicants
- ADHE Minority Recruitment and Retention Annual Report

**a. How will you know the objective has been completed?**

**i. What measures will you use?**

- Reporting results from IPEDS, EEO, New Hire, and ADHE reports.
- Candidates/applicants will be qualified based upon objective and good-faith evaluation of the candidate's qualifications via written objective criteria through the search committee process.

**ii. What benchmark will be used?**

Monitoring of increases from current statistics for measured growth.

**iii. What target value will be set for this measure?**

In keeping with appropriate fair hiring practices, a numerical value may not be assigned to the overall measure. However, ASU Beebe shall be committed to achieving *diversity* and *excellence* among its faculty and staff by committing to hire the best applicant in each pool and making every attempt to broaden the diversity of all applicant pools.

The process of seeking strategies to recruit and retain minority faculty and staff shall not exclude "majority applicants" from the employment process if they are deemed to be the best applicant; however, ASU Beebe will remain committed to increasing the number of qualified minority applicants for consideration and employment.

**iv. What other evidence should be produced?**

Search committees shall include representation from minority groups as they play an important role in diversifying campus faculty and staff. In the event that minority representation cannot be achieved, representation from the ASU Beebe diversity committee may suffice.

**b. How will you know your work had the desired outcome?**

- i.** Evidence proves that all processes have been exhausted to secure a diverse applicant pool either through advertisement, institution contacts, or nomination.
- ii.** Search committees provide documented evidence that the search process has been conducted based upon objective qualification related to the advertised position.
- iii.** An increased number of minority applicants.
- iv.** An increased number of minority hires.
- v.** An increased number and percentage of minority faculty, staff, and administrators.

**9. When is the objective to be completed?**

The strategic planning/diversity committee shares a belief that achieving diversity in its community shall be a continuous effort. The recruitment and employment efforts of ASU Beebe shall comply with all Federal and State laws. Hiring quotas will be discouraged as it opposes fair labor standards practices. However, ASU Beebe will do all that is possible to promote an atmosphere and culture of *inclusiveness* for all peoples committed to student learning.

**10. Are there any resource needs?**

Needed resources will be taken out of existing budgets at this time. However, in the future, additional resources may need to be specifically budgeted to accomplish this objective.

## APPENDIX D

# ARKANSAS STATE UNIVERSITY – BEEBE STRATEGIC PLAN 2010-2014 STRATEGIC GOALS AND OBJECTIVES

### **1. Provide learning experiences designed to support the diversity of our students' needs and aspirations.**

To meet the learning needs of those we serve, we will:

- 1.1--Determine the educational needs of our constituent communities.
- 1.2--Maintain the safety and security levels of our campuses by developing and implementing a comprehensive emergency and crisis management system.
- 1.3--Educate and train employees to understand their role in contributing to student learning and success.
- 1.4--Prepare and expand services and program offerings at Little Rock Air Force Base in anticipation of increased enrollment.
- 1.5--Train and encourage faculty to incorporate active learning methods in the classroom.
- 1.6--Increase provision of alternate educational delivery methods, including but not limited to distance education.
- 1.7--Increase access to educational opportunities to enable all students to achieve their educational and life-long learning goals.

### **2. Increase enrollment, retention rates and graduation rates.**

To facilitate an enrollment increase every year, which will require both an increase in the number of new students per year and an increase in the number of students retained until they complete their educational goals, we will implement the following objectives:

- 2.1--Redefine the role of the Enrollment Management Team and update the Enrollment Management Plan.
- 2.2--Develop and implement a comprehensive marketing/student recruitment plan including attempts to increase local, state, and global diversity.
- 2.3--Review the current offerings for new student orientation and recommend a comprehensive program that will increase the success of our students.
- 2.4--Review and update our financial aid procedures and processes.
- 2.5--Enhance the comprehensive basic skills (developmental education) program.
- 2.6--Develop and implement a plan with enrollment benchmarks to address needs as a result of enrollment growth, i.e., staff, supplies, facilities, equipment, etc.
- 2.7--Develop and implement an academic advising model that focuses on creating educational plans, tracking student progress, and developing student self-sufficiency.

### **3. Advance the economic development efforts of our region.**

To advance the economic efforts of our region, we will implement the following objectives:

- 3.1--Be involved with local Chambers of Commerce and the State Chamber of Commerce and serve on and contribute to the success of their committees targeting local and regional economic development activities.
- 3.2--Participate in local Chambers of Commerce leadership efforts to develop countywide economic development plans in accordance with the Governor's Summit on Education and Economic Development.
- 3.3--Identify and meet the education and training needs of the natural gas industry operating in the Fayetteville Shale Play Formation of Arkansas.

- 3.4--Pursue greater involvement with business and industry through Workforce Training Consortia.
- 3.5--Pursue opportunities in entrepreneurship training in order for students to have first-hand knowledge and experience in owning and operating a successful business.
- 3.6--Participate in any statewide or regional consortia efforts supporting economic and workforce development.
- 3.7--Participate with local Workforce Investment Boards (WIB) as well as obtain opportunities to serve on economic development committees.

#### **4. Develop and maintain a culture of assessment to improve student success.**

To build a culture of assessment and continuous improvement, we will:

- 4.1--Develop an Institutional Effectiveness Assessment Plan, including a Planning Model, which will evaluate functions of the university.
- 4.2--Implement, use, and maintain an assessment software package which will allow for easy access and tracking of assessment activities, including the results of changes made based on assessment data.
- 4.3--Provide education and training opportunities on assessment.
- 4.4--Continue to improve and update our Student Learning Outcomes Assessment Plan, which evaluates academic courses and programs, including the development of a schedule for evaluation.
- 4.5--Develop a method to keep the university up-to-date on the Higher Learning Commission self-study process and activities, as well as other accreditation activities.
- 4.6--Develop and implement a recognition program for exemplary programs that support improving student learning and success.

#### **5. Recruit and retain outstanding university employees.**

To ensure the university will have well qualified faculty and staff, ASU-Beebe will implement the following objectives:

- 5.1--Implement a comprehensive professional development program to prepare employees for advancement opportunities.
- 5.2--Develop and implement strategies to recruit and retain minority faculty, staff and administrators.
- 5.3--Implement strategies to employ existing faculty and staff as efficiently as possible and to increase full-time positions as necessary to support university growth.
- 5.4--Develop university intranet to improve communication among employees and campuses.
- 5.5--Implement strategies to provide competitive salaries and benefits at all employee levels.
- 5.6--Enhance faculty and staff morale by expanding employee recognition programs.

#### **6. Develop and Manage our Funding Resources.**

To provide affordable educational opportunities to students, we will implement the following objectives:

- 6.1--Allocate resources based on priorities identified through the Strategic Plan.
- 6.2--Submit grant proposals for external funding to governmental and private sources.
- 6.3--Increase fundraising activities through an organized campaign to attract more private donations, gifts and endowments.
- 6.4--Strengthen governmental liaison efforts with state and federal legislators for more effective communication of specific funding needs.