

School of Education Mission: The School of Education’s mission is to be a leader in the preparation and professional development of highly competent, reflective teachers, speech-language pathologists, school counselors and administrators. We are committed to social justice initiatives that better all students and other persons from diverse backgrounds in terms of abilities, age, gender, culture, race, ethnicity, family, and socioeconomic status. Our candidates learn the exigencies of their profession by practicing and demonstrating their skills through clinical experiences in a wide range of local school and community settings. Our accredited programs link theory and practice, foster lifelong learning and reflection, and improve the quality of life for students and clients through innovation, research, and scholarship. School of Education graduates have the practical skills, the commitment to service, and the theoretical knowledge necessary to enhance living and learning in academic and professional settings.

I. 5 Year Recruitment Goals

1. Increase enrollment in initial teacher preparation programs over 5 years by 2% each year. Enrollment for initial UG and MAT programs 2017-2018 SY: 323 UG; 55:MAT
2. Increase the number of undergraduate initial transfer candidates from two-year institutions by 10% over 5 years. Baseline Data: 22 in the 17-18 SY
3. Increase the diversity of students enrolled in initial programs by 5% each year by gender and ethnicity.
 - Gender: 17-18 School year baseline: 85% female
 - Ethnicity: 17-18 School year baseline: 82% white

II. Baseline Data

- a. The New Jersey Department of Education (NJDOE) provides data in its annual report that identifies graduates who have been employed in teacher shortage areas. The percentage of Monmouth Graduates employed in Teacher Shortage Areas are:

Year	% Employed in Shortage Areas
2017 NJ EPP Annual Performance Report	47%
2016 NJ EPP Annual Performance Report	58%
2015 NJ EPP Annual Performance Report	65%

- b. Shortage Areas and Current Enrollment by Gender: School administrators in partnership districts completed alumni surveys that included an item asking them to address what areas of teacher shortage they identify in their district. The

following chart shows the breakdown of areas of shortage identified by the respondents.

Partnership School Administrator Report of Teacher Shortage Areas- 2017

Content	%
Teacher of Students with Disabilities (TSD)	18.28%
Mathematics	13.44%
Elementary K-6	11.83%
Middle School 5-8	10.75%
Science	9.14%
Reading Specialist	5.38%
Spanish	4.84%
English as a Second Language (ESL)	4.84%
P-3	4.30%
English	4.30%
Social Studies	3.23%
Other	3.23%
School Counselor	2.69%
Supervisor	1.08%
Student Assistance Coordinator	1.08%
Learning Disabilities Teacher Consultant (LDTC)	1.08%
Principal	0.54%
Art	0.00%
Music	0.00%
Total	100%

Academic Ability: Due to requirements by CAEP and the NJDOE, academic diversity must start at a minimal level. Monmouth University follows the guidelines set by both NJDOE and CAEP and admits only students who meet the academic minimums, with 100% compliance. The School of Education was approved to offer an honors track for education majors in the 2017-2018 School year. Prior to this year, the School of Education had candidates in the program, but they were involved through their second major. There were 8 students who participated in the honors program in the 2017-2018 school year. The School of Education offered, for the first time, HO-298 Special Topics in Education. This course is offered to freshman honors students who are education majors or who are considering becoming education majors. This course counts as the entry class ED 250 Psychological and Philosophical Foundations of Education. The goal of this offering is to increase interest and recruitment of honors candidates.

Undergraduate Enrollment Demographics

	%Female			%Male			% White			% African American			% Latina/Latino			Asian%			% Other		
	15-16	16-17	17-18	15-16	16-17	17-18	15-16	16-17	17-18	15-16	16-17	17-18	15-16	16-17	17-18	15-16	16-17	17-18	15-16	16-17	17-18
EPP - Undergraduates	86%	86%	85%	14%	14%	15%	88%	87%	82%	2%	1%	1%	5%	6%	9%	1%	0.2%	1%	4%	5%	7%
P-3 and Special Education	96%	100%	96%	4%	0%	4%	91%	86%	85%	2%	0%	0%	4%	7%	7%	0%	0%	4%	2%	7%	4%
Elementary Education	96%	96%	95%	4%	4%	5%	90%	89%	79%	2%	1%	1%	3%	5%	10%	2%	1%	1%	3%	5%	9%
English	93%	95%	93%	7%	5%	7%	88%	87%	74%	3%	1%	1%	4%	7%	14%	1%	0%	2%	3%	5%	9%
Mathematics	83%	90%	95%	17%	10%	5%	91%	93%	100%	2%	0%	0%	4%	2%	0%	0%	0%	0%	4%	5%	0%
Science	85%	80%	100%	15%	20%	0%	85%	90%	83%	0%	0%	0%	8%	10%	17%	8%	0%	0%	0%	0%	0%
Social Studies	87%	84%	75%	13%	16%	25%	92%	90%	88%	1%	2%	3%	2%	3%	5%	2%	1%	1%	2%	3%	4%
Art	92%	82%	86%	8%	18%	14%	96%	94%	93%	0%	0%	0%	0%	0%	7%	4%	0%	0%	0%	6%	0%
Health & Physical Education	52%	60%	48%	48%	40%	52%	74%	90%	86%	3%	0%	0%	10%	0%	0%	0%	0%	0%	13%	10%	14%
Music	53%	53%	64%	47%	47%	36%	65%	67%	64%	0%	7%	0%	18%	13%	21%	0%	0%	0%	18%	13%	14%
Foreign Language	93%	100%	100%	7%	0%	0%	80%	67%	75%	0%	0%	0%	20%	33%	25%	0%	0%	0%	0%	0%	0%
Interdisc.	0%	89%	93%	0%	11%	7%	0%	67%	76%	0%	0%	0%	0%	22%	10%	0%	0%	0%	0%	11%	14%

MAT Initial Programs Enrollment Demographics

	%Female			%Male			% White			% African			% Latina/Latino			Asian%			%Other		
	15-16	16-17	17-18	15-16	16-17	17-18	15-16	16-17	17-18	15-16	16-17	17-18	15-16	16-17	17-18	15-16	16-17	17-18	15-16	16-17	17-18
EPP - MAT	74%	79%	87%	26%	21%	13%	76%	76%	87%	1%	0%	2%	8%	10%	4%	5%	4%	0%	10%	9%	7%
P-3 and Elementary Education	93%	95%	97%	7%	5%	3%	80%	78%	86%	0%	0%	3%	5%	8%	5%	2%	5%	0%	12%	10%	5%
Elementary Education	92%	95%	97%	8%	5%	3%	79%	76%	86%	0%	0%	3%	5%	8%	6%	3%	5%	0%	13%	11%	6%
English	67%	70%	75%	33%	30%	25%	58%	70%	100%	0%	0%	0%	8%	20%	0%	17%	10%	0%	17%	0%	0%
Mathematics	100%	0%	0%	0%	100%	0%	100%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Science	25%	75%	75%	75%	25%	25%	100%	100%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Social Studies	33%	20%	0%	67%	80%	100%	78%	100%	100%	11%	0%	0%	0%	0%	0%	11%	0%	0%	0%	0%	0%
Art	80%	75%	75%	20%	25%	25%	40%	50%	75%	0%	0%	0%	40%	25%	0%	0%	0%	0%	20%	25%	25%
Music	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Health & Physical Education	0%	0%	50%	100%	100%	50%	100%	100%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Spanish or Chinese	100%	100%	100%	0%	0%	0%	50%	0%	50%	0%	0%	0%	50%	50%	0%	0%	0%	0%	0%	50%	50%

III. Recruitment strategies: Recruitment strategies are divided into four categories: Monmouth University Institutional Undergraduate Initiatives, Monmouth University Institutional Graduate Initiatives, School of Education Undergraduate Initiatives, and School of Education Graduate Initiatives.

IV.

a. Institutional Strategies

1. To provide support to Monmouth University Departments which inform and recruit those interested students/transfers in the School of Education.
2. Provide continued advising throughout the year to retain students and encourage change of majors. Provide support to students and recommend campus resources if additional support needed.
3. To increase the number of undergraduate initial transfer candidates from two year institutions (and all transfers) by individually evaluating transferred courses/credits, providing a seamless transition to Monmouth University.
4. To increase recruitment efforts by attending open houses and preparing documents to provide an attractive package to interested students by attending Open Houses, working with Freshmen and Parents (even before entering fall of freshmen year).
5. As a dual major, the goal is to provide a unified, timely program completion which provides for student success and all teaching requirements for certification. Advisors work closely with other departments and students to make sure their “content” major is completed and the second major of their choice.

MONMOUTH UNIVERSITY INSTITUTIONAL UNDERGRADUATE INITIATIVES

Goals	Initiative	Description
1-3	HIGH SCHOOL OUTREACH, INCLUDING TARGETED EOF RECRUITMENT.	Eleven admission representatives travel to various high schools in and out of state. Travel includes all Abbott School Districts to recruit for our EOF Program. The remaining high schools are those in which students meet our admission criteria, to maximize recruitment efforts. Counselors visit approximately 1000 schools each year.
1-3	OPEN HOUSES AND MONDAYS AT MONMOUTH	Host an Annual Undergraduate Open House each fall, over a dozen weekend information sessions, weekday campus tours, and a series of accepted student days throughout the spring.
1-3	ON AND OFF CAMPUS HIGH SCHOOL COUNSELOR VISITS	Events are held off-campus both in and out of state for school counselors to promote Monmouth’s programs. On-campus visit programs for counselors include professional development sessions,

		appreciation events, and overnight visits during the summer.
1-3	MASS ADVERTISING	Student names are purchased via Search and lead generating sites for all majors, with targeted messaging by major.
3	TOURS IN SPANISH	Monmouth University was the first school in New Jersey to offer tours in Spanish.
1-3	EVENTS	<p>Admission Counselors attend the following events that attract diverse students:</p> <ul style="list-style-type: none"> ○ National Hispanic College Fairs (Northern and Southern New Jersey events) ○ National TRIO Day ○ NJ National College Fairs (Edison, Atlantic City) ○ Newark Public High School Fairs ○ Patterson Public High School Fairs ○ Monmouth County Regional High School Fairs ○ Mercer County College Fair ○ Ocean County College Night ○ Cumberland County College Night ○ Atlantic/Cape May Community College Fair ○ Summit High School College Planning night, conducted all in Spanish
3	GROUP VISITS INCLUDING THOSE WITH UNDER-REPRESENTED STUDENTS	<p>The Office of Undergraduate Admission hosts several Pre-College Programming groups and group visits consisting of under-represented students every year.</p> <ul style="list-style-type: none"> ○ NJIT Project GEAR UP, the Source of Red Bank, Asbury Park Boys and Girls club, Dickinson High School, University Charter High School, Perth Amboy High School, and Trenton High School. Malcolm Shabbazz High School, Essex Community College Talent Search, Camden Charter Academy High School.
3	EOF EVENTS FOR PARTNER SCHOOL DISTRICTS	Host guidance counselors from Asbury Park, Charter Academy, and Long Branch to update them on our current EOF practices and discussed opportunities for Monmouth to partner with their schools.

2	TRANSFER INITIATIVES (COMMUNITY COLLEGE)	Community college outreach initiatives including major-specific information sessions to recruit transfer students. Transfer credit evaluation and discussion with community colleges to determine course equivalencies is ongoing. Host on-campus and on-site instant decision days for transfer students. Qualified transfer students may qualify for the EOF program.
1-3	TARGETED ADVERTISING	Advertising for undergraduate study is geared toward visiting campus, to encourage application, and about opportunities to take summer coursework.

MONMOUTH UNIVERSITY GRADUATE PROGRAM INSTITUTIONAL INITIATIVES

Goals	Initiative	Description
1,2,3	ADMISSIONS COLLABORATION	Dedicated graduate admission counselor for students entering the Masters of Teaching program works collaboratively with the School of Education to assess students pre-application and provide support throughout the application and enrollment process. One-on-one meetings with prospective students are often held with the graduate admission counselor and program advisor.
1,2,3	MASS ADVERTISING	Student names are purchased via lead generating sites for all programs, with targeted messaging by program.
1,2,3	NJEA CONVENTION ATLANTIC CITY, NJ	MAT Program Director, Advisor, Graduate Admissions Counselor (2017) Participation each November in the NJEA conference to promote all School of Education programs. Monthly advertising is also done in NJEA.
1,2,3	GRADUATE VIRTUAL INFORMATION SESSIONS	On-campus and virtual information sessions are hosted each semester to promote graduate studies as a whole, with MAT program-specific events also hosted.

1,2,3	DIGITAL, PRINT AND SOCIAL MEDIA ADVERTISING	Targeted, program-specific and general digital, social and print advertising is placed to promote information sessions and encourage application.
1,2,3	GRADUATE AND CONTINUING STUDIES FAIRS	Graduate admission counselor travel to graduate and continuing studies fairs throughout the state to recruit students.

SCHOOL OF EDUCATION UNDERGRADUATE INITIATIVES

Goals	Initiative	Description
1-3	HIGH SCHOOL SUPPORT/RECRUITMENT	Provide Information to all interested high school students verbally and/or email when contacted directly.
1-3	FIRST YEAR SUPPORT/ADVISING	Attend initial orientation for First Year Advising and work closely with SOE students – providing support, information and monitoring.
1-3	RECRUITMENT (SCOUTING) OF PROSPECTIVE ATHLETES	Providing and reviewing SOE programs with prospective athlete candidates referred to advisors by sport coaches to encourage a highly recognized athlete (initially or as transfer) to attend MU.
1-3	SIX ANNUAL MONDAYS AT MONMOUTH & LUNCHEON	Advisor(s) attend Mondays at Monmouth\luncheon for prospective and accepted upcoming students and parents. SOE faculty teach a “Mock class” for prospective students to experience a class at MU. Prepare documents for distribution and contact information (business cards) for interested high school and transfer candidates to MU.
1-3	ANNUAL UG ADMISSIONS OPEN HOUSE (FALL)	Advisors and faculty attend this Sunday event for prospective students. Prepares documents for distribution and PowerPoint (as needed). Provides contact information (business cards) for interested high school and transfer candidates to MU and follows up and responds to future inquiries.
1-3	FALL SPRING NEW TRANSFER STUDENT ORIENTATION AND LUNCHEON	Advisor attends and meets with Transfer Students regarding all SOE programs. Q & A at luncheon.
1-3	LUNCH WITH PROSPECTIVE STUDENTS AND FAMILIES (held during NJ Convention weekdays)	Advisor represents the SOE and provides details of our programs, certification and requirements. Provides business cards for future contact and documentation printouts.

SCHOOL OF EDUCATION GRADUATE PROGRAM INITIATIVES

Goals	Initiative	Description
1,2,3	GRADUATE INFORMATION SESSIONS – on campus	<p>Presenters include the Dean, MAT Program Director, MAT Program Advisor, current MAT students. (September 2017, April 2018, June 2018)</p> <p>Description: Provides an overview of the admission requirements and specific program and field requirements for each program. NJDOE certification requirements and career opportunities in each program track are reviewed. Current MAT students relate their personal experiences in the program to prospective students. Prospective students are encouraged to contact the MAT Program Director or MAT Program Advisor for information related to his/her specific needs and to answer additional questions about the program.</p>
1,2,4	GRADUATE VIRTUAL INFORMATION SESSIONS	<p>Presenters include MAT Program Director and MAT Program Advisor, Graduate Admissions Counselor. (September 2017, April 2018, May 2018)</p> <p>Description: These online sessions provide an overview of the admission requirements and specific program and field requirements for each program. NJDOE certification requirements and career opportunities in each program track are reviewed. Prospective students are encouraged to contact the MAT Program Director or MAT Program Advisor for information related to his/her specific needs and to answer additional questions about the program.</p>
1,2,3	NJEA CONVENTION ATLANTIC CITY, NJ	<p>Presenters include MAT Program Director, MAT Program Advisor, Graduate Admissions Counselor (November 2017).</p> <p>Description: Provides an opportunity to meet Monmouth University Alumni educators as well as NJ educators from all over the state with college age children who are interested in becoming teachers. MU SOE brochures are provided along with MAT Program Director and Advisor business cards. Prospective students are encourage to provide contact information and follow up emails and phone calls are made to encourage prospective students to attend a Graduate Information Session.</p>
1,2,3	SCIENCE ROUND TABLE – CAREERS IN STEM	<p>Presenters include the Dean, MAT Program Director, MAT Program Advisor, MAT Alumni. (February 2018)</p> <p>Description: Provides an opportunity to encourage the target audience of graduating science majors in biology and chemistry to</p>

		<p>consider becoming science educators through MAT program. Career opportunities, scholarships and program requirements are discussed. MAT alumni science teachers present first hand experiences of their preparation through the MAT program as well as their experiences teaching in the field.</p>
1,2,3	<p>GRADUATION SENIORS – CAREERS IN EDUCATION</p>	<p>Presenters include the Dean, MAT Program Director and MAT Program Advisor. (March 2018) Description: Provides an opportunity to encourage the target audience of graduating seniors to consider becoming educators. Provides the “best match” with a graduate senior’s major and specific teacher certification areas. Career opportunities, scholarships and program requirements are discussed. Prospective student are encourage to contact the MAT Program Director or MAT Program Advisor to for more information related to his/her specific needs and to answer additional questions about the program.</p>

Additional School of Education Events with A Recruitment Component

The Central New Jersey Consortium for Excellence and Equity (established 2012)

The Central Jersey Consortium for Excellence and Equity (CJCEE) is an evolving collaboration of administrators, teachers, support staff, parents, and elementary and secondary students that are collectively committed to learning and working together to enhance the achievement and wellbeing of all students, as well as increasing the academic performance, engagement, and future success of traditionally underachieving students. CJCEE focuses on inter-district collaboration and shared learning for continuous improvement in eliminating the disparities in achievement and school engagement among students. The event hosts high school students twice per academic year who receive on campus tours, presentations by admissions, and a welcome from the Dean of the School of Education.

Summer Programs hosted by the School of Education

Write On Sports- Middle school students in the Monmouth County area – current 6th and 7th graders – are invited to participate in a FREE two-week summer day camp to develop professional writing skills through their love of sports.

Monmouth University School of Education students in conjunction with alumni, athletes, and community members work in tandem to ensure a fun program including tours of MU facilities, story-telling, blogging, and video production. Through the generosity of Monmouth donors, this fun camp will strengthen communication proficiency while fostering a future path of academic success.

Literacy Camp- Literacy camp is offered each summer to assist youth in their literacy skills. Children who participate attend sessions on campus and interact with School of Education staff and teacher candidates.

Monmouth Future Scholars Program

Monmouth Future Scholars (MFS) is an academic mentoring program with the goal of increasing the numbers of low-income, first generation students graduating from high school. It is a pre-college bridge program that targets the 6th through 12th grade population of students in Long Branch Public School District, a district with a highly diverse student and teacher population. The program partners with the middle school and high school, and provides participants with valuable experiences that will hopefully lead to acceptance to Monmouth University. Its goal is to assist program participants in gaining access to higher education, particularly Monmouth University, and entering a career in the field of education or human services to become agents of social change.

New Jersey Future Educators Association Conference

Each summer, the Monmouth University School of Education hosts approximately 250 high school and middle school students on campus as part of the New Jersey Future Educators Association (NJFEA) Annual Conference at Monmouth University. This annual event at Monmouth offers students a chance to visit our campus, become familiar with the School of Education, while learning about special topics and issues in education today, and how these issues may shape their experience as a future educator. For many of these students, this is their first visit to a college campus.

The NJFEA is a statewide organization coordinating a network of NJ high school and middle school chapters of the national Future Educators Association. Students are involved in the Tomorrow's Teachers curriculum and education clubs at their schools. They come from a wide variety of backgrounds, from urban, suburban, and rural schools throughout the state of NJ.

Annual Academic Welcome

The Academic Welcome event takes place the first week of fall semester outside next to McAllan Hall, home to the SOE. The purpose is to meet and greet students who are either undeclared or who have declared education as a major. The event hopes to encourage those undeclared majors to consider education as a major. The Dean, Faculty, and Chairpersons are represented. The Advising and School placement office administrators are there to answer questions regarding programs, majors, and SOE requirements. The informal orientation gives the students a way to interact with the school of education department educators and administration.

First Year Scavenger Hunt

This outreach event targets freshman and transfer students that are interested in the

Education Program. The SOE Dean's Undergraduates Advisory Council members help organize and run the scavenger hunt. The purpose is to introduce prospective students to the Dean, Administration, Faculty and Staff. It gives the students a chance to familiarize themselves with the offices and classrooms of McAllan Hall where the Education department is housed. Freshman are assigned the task of finding the office of SOE personnel, and presenting a SOE related question to that individual in order to learn something about their major and/or program. At the end of the hunt there is a question and answer session and shared resources and information.

Teacher Residency Program

The Monmouth University Teacher Residency offers teacher candidates a unique opportunity to experience the professional life of a teacher. Being part of the Teacher Residency provides students with an extensive array of teaching experiences in schools in a variety of roles: tutor, substitute teacher, summer school teacher, paraprofessional, co-teacher, and teacher. Participants will receive a stipend for their work in the schools. The program places candidates in K-12 schools throughout their four years at Monmouth University. Residency participants act as ambassadors for the teacher preparation program, which is an effective recruitment tool for K-12 recruitment.

Literacy Symposium

The primary purpose of the Literacy Symposium is to provide professional development in K-12 Literacy Instruction for teachers in the area school districts. Each year a keynote speaker is chosen; this keynote speaker's needs to be a well-known published scholar in the field of K-12 Literacy Instruction. In addition to the keynote speaker, there are 8 workshops from which the attendees can choose. These workshops are given by MU faculty and local teachers or administrators, many of whom are graduates of MU School of Education programs. The topics that are covered are similar every year because they need to cover the range of what is considered to be the key pieces of literacy instruction (e.g., word study, vocabulary, comprehension strategies, writing); however, the presentations of these topics vary according to the presenters. While this symposium primarily benefits practicing teachers, we also have SOE students attend as well. It is open to the community. The event is advertised at local community college education departments to recruit potential candidates.

Academies

Monmouth University hosts three monthly academies each year: Principals' Academy, Superintendents' Academy, and the Special Services' academy. Although these academies do not give MU staff direct contact with students, they allow the SOE access to district and school level administrators who are given information to disseminate about the SOE programs and opportunities for their students considering postsecondary training.

Principals' Academy- Monmouth University hosts the Principals' Academy for principals and vice principals. The purpose of the School of Education Principals' Academy is to create a forum for dialogue and an exchange of ideas and experiences. Using the university as a catalyst, the academy will provide professional growth opportunities for principals and assistant principals that will focus on dynamic leadership that promotes reflective practice and affects teacher and student learning. Additionally, it will create a network of support for colleagues and establish a collaborative relationship with the university, university faculty, and its resources. Through this network, the School of Education has direct access to school level administration for multiple mutually beneficial initiatives, including recruitment efforts.

Special Services Academy- The purpose of the Special Services Academy is to create an opportunity for dialogue and an exchange of ideas and experiences for Directors of Special Services, Learning Disabilities Teacher Consultants, School Psychologists, School Social Workers, and Speech Language Specialists. Through collaboration with university administrators and faculty, the academy will provide professional learning communities that offer growth opportunities for members through sessions which focus on promoting reflective practice and positively impacting student and teacher learning. A network of support and resources for members are established for developing new experiences, including recruitment of K-12 students.

Superintendents' Academy- Monmouth University hosts the monthly Superintendents' each year. The purpose of the Superintendents' Academy is to create a forum for dialogue and an exchange of ideas and experiences. Using the University as a catalyst, the academy will provide professional growth opportunities for superintendents and central office personnel. Additionally, it creates a network of support for colleagues and establish a collaborative relationship with the University and its resources. This serves as a strong recruitment tool for our graduate and undergraduate leadership, school counseling, speech and language pathology, and initial certification programs.

Autism Improvement Project

The Autism Program Improvement Project (APIP) is a university-based project focusing on enhancing training for teachers of students with autism in public school programs. Core features of this project include:

- Comprehensive program assessment
- Development of district-wide program improvement plans
- Individualized training plans for teachers
- Identification and training of an in-district coach

Consultation and collaboration with district administration

Embedment of sustainable professional development model in district

This very popular program serves as a recruiting tool for our special education programs. Monmouth faculty work directly with school staff who on the sites of districts with many paraprofessionals and others who may be interested in furthering their education.