

**The University of Tennessee**

**Diversity Plan**

JOINT TENNESSEE AGRICULTURAL EXPERIMENT STATION & COLLEGE OF AGRICULTURAL AND NATURAL RESOURCES

<b>Goal One: Create and sustain a welcoming, supportive and inclusive campus climate.</b>				
<b>Objectives</b>	<b>Strategy/Tactics</b>	<b>Date</b>	<b>Responsible Party</b>	<b>Benchmarks</b>
Promote a "welcoming" environment for those visiting administrative office, employment web pages, and other public access points	Add the full text "Welcoming Statement" to the TAES employment web page and departmental web pages	Winter 2006	Dean's Staff and Department Heads	execution
	A UTIA diversity statement is being composed. When complete, this will replace the "Welcoming Statement."			
Assure the short text "Welcoming Statement" is included in exempt position announcements	Assure the short text "Welcoming Statement" is included in exempt position announcements	Spring, 2007	Deans' Staff	execution
	A UTIA diversity statement is being composed. When complete, this will replace the "Welcoming Statement."			
Assure staff understand the importance of diversity in pursuit of our mission so they can be informed advocates of our commitment	Add expectations regarding support of diversity to the staff performance evaluation process. Add a performance criteria statement dealing with support of diversity to the staff performance review form.	Begin January, 2007	Department Heads, Faculty and supervisory personnel	Discuss with individual staff members their performance related to a diverse workplace
	Include diversity training at departmental functions including annual retreats and other functions to assure staff inclusion.	2007	Department Heads and Center Directors	Monitor staff participation in training activities
Recognize and honor faculty and/or staff for their support of diversity in unit programs	Provide an annual award to faculty and/or staff for their support of diversity. Include this in the Annual Awards program.	Begin June 2007 with normal Awards cycle	Deans, Department Heads and Center Directors	Publicly recognize faculty and/or staff through annual awards
Feature current level of diversity amongst faculty, staff and students	Maintain display cases at public access points that highlight current level of national and international diversity amongst all unit personnel; and/or highlight high performing individuals from historically under-represented populations with a biography, their work, pictures and graphics.	Ongoing	Deans' Staff	Update periodically to maintain content, appearance, and relevance
Promote a "welcoming" environment for faculty, staff and students	Host a Back-to-School functions (dinners, cookouts, open door coffees) each Fall semester and include all students, faculty and staff	Ongoing	Department Heads and Faculty	execution
Increase the dialogue amongst administrators, faculty, staff and students assuring a "welcoming" environment and reinforcing the importance of and commitment to diversity in our programs	Host the annual <i>Understanding through Unity Dinner</i> for UTIA administrators, faculty, staff, and students	Ongoing	Coordinators for Retention and Recruitment and the MANRRS Advisor	Maintain or increase participation levels
	Highlight and support the Minorities in Agriculture, Natural Resources, and Related Sciences (MANRRS) organization. Host MANRRS events during the year for faculty, staff and students	Ongoing	MANRRS Advisor	Maintain or increase participation levels

Reinforce with the department heads, center directors, and faculty the importance of promoting and supporting diversity within units and programs	Discuss diversity in departmental faculty meetings and include the topic in strategic planning sessions.	Ongoing	Department Heads	In subsequent discussions poll faculty regarding their individual actions/steps towards a supportive and inclusive environment.
	Include diversity training at appropriate seminars, retreats, and other events.	Spring, 2007	Deans, Department Heads, and Deans' Staff	Monitor faculty participation in training
	Utilize internal publications such as <i>Third Thursday</i> to highlight and promote diversity to UTIA faculty and staff and publicly honor annual award winners	2007	UTIA Marketing and Communications in conjunction with Administrators	Monitor number of diversity articles/publications disseminated to personnel
Promote a "welcoming" environment in the public arena	Compose a UTIA diversity statement and incorporate this into strategic plan. Place this statement at public access points including offices, web sites, employment pages, and in job announcements	2007	VP, Deans, and Dean's Staff	execution

**Goal Two:** Attract and retain greater numbers of individuals from under-represented populations into faculty, staff, and administrative positions (particularly department heads, directors, deans, and vice chancellors).

Objectives	Strategy/Tactics	Date	Responsible Party	Benchmarks
Seek a diverse candidate pool for exempt searches	In conjunction with the Office of Equity and Diversity develop and utilize search strategies that engender a diverse candidate pool	Ongoing	Department Heads, Center Directors, Search Committees and Deans' Staff	Compare candidate pools to past years searches within the context of unit discipline(s)
Actively seek qualified faculty and staff candidates from under-represented populations	Target under-represented populations with position advertisements and include under-represented faculty and staff members on search committees where feasible.	Ongoing	Department Heads, Center Directors, and Search Committees	Compare to peer units at UT and other institutions. Improve representation in our faculty and staff.
Promote diversity issues amongst the potential next generation of leaders	Incorporate diversity training into the faculty leadership program. Conduct forums/training that exposes the faculty leadership group to diversity topics, relevance, and issues.	Summer, 2007 and with each successive class	Deans and Deans' Staff	Track faculty participation and identify those that assume future leadership roles
Retain faculty and staff from under-represented groups	Utilize faculty mentoring programs to provide guidance to new hires so that they have the opportunity to meet expectations and succeed in their programs.	Ongoing	Department Heads and Faculty	Within the context of job performance, track faculty retention from under-represented groups. Maintain or increase levels.
	Within the context of job performance and when permitted by available funding and unit compensation plans, assure that faculty from under-represented groups are compensated equitably. Review and propose market/equity salary increases for high performing under-represented faculty.	Ongoing	Deans and Department Heads	Within the context of job performance, track faculty retention from under-represented groups. Maintain or increase levels.
	Meet with faculty and staff members individually in performance reviews to outline professional development objectives and plans. Support the professional development activities of faculty and staff with available departmental and other development funds.	Ongoing	Department Heads and Center Directors	Discuss with individual faculty and staff their professional development activities during annual performance reviews. Maintain or increase levels of appropriate activities.
Ensure that department heads, center directors and faculty understand the importance of diversity in pursuit of our mission	Explore with appropriate Institute of Agriculture entities adding expectations regarding support of diversity to the faculty and department head performance evaluation process. Add performance evaluation element dealing with support of diversity to the UTIA faculty and department head performance review forms.	UTIA approval consensus?	Deans and Department Heads	Discuss with individual department heads and faculty their performance in promoting diversity

**Goal Three:** Attract, retain, and graduate increasing numbers of students from historically under-represented populations and international students.

Objectives	Strategy/Tactics	Date	Responsible Party	Benchmarks
Increase under-represented student enrollment	Recruit students from high schools with high ability under-represented students	Ongoing	Recruitment Coordinator and Departmental Student Coordinators	Double under-represented student enrollment from Fall 2004 levels (5.2% graduate, 5.4% undergraduate) in five years.
Enhance recruitment of under-represented populations of students	Sponsor STARS (Students Training in Agriculture and Related Sciences) for high ability rising sophomore and junior under-represented students from Tennessee high schools to explore educational opportunities in CASNR. Promote departmental participation in STARS, Gear-Up, and Ronald McNair programs where applicable to departmental programs.	Ongoing	Recruitment Coordinator and Departmental Student Coordinators	Track enrollment of students - do they enroll at UT in CASNR. Monitor student participant enrollment - first potential enrollees should come in fall 2006 (program started summer 2004 with 27 students).
	Make recruitment visits to high schools with high minority student enrollment	Ongoing	Recruitment Coordinator	Track enrollment of students from these high schools.
	Foster ties to Tennessee high schools with high minority enrollment by offering and conducting in-service training for these school's teachers/administrators.	2007	Department Heads	Track enrollment of students - do they enroll at UT in CASNR.
	Distribute mailings (posters, cards, brochures) to counselors in high schools with historically high minority enrollments and to minority students who have expressed in UTIA programs	Ongoing	Departmental Student Coordinators	Track enrollment of students from these efforts
Improve under-represented student retention and graduation rates	Implement a formal shadowing program for MANRRS students. Program participants will shadow faculty and technical staff at the College of Veterinary Medicine gaining exposure and knowledge of CVM's operations and mission.	Annually - begin Spring 2007	MANRRS Advisor	Track retention and graduation of under-represented students
	Work with the Student Success Center and Department of Housing to create a CASNR Living- Learning Community to improve retention	Ongoing, long-term activity	Associate Dean, Director of Housing, Director of Student Success Center	Track retention and graduation rates of cohort and compare to retention and graduation rates of non-cohort students
	Monitor students on academic review and hold intrusive intervention workshops that address study and note taking skills, time management, understanding learning style, understanding how to read DARS reports, and other topics as deemed appropriate for each group of students.	Ongoing	Retention Coordinator	Track progress to good standing and graduation

**Goal Four:** Develop and strengthen partnerships with diverse communities in Tennessee and globally.

Objectives	Strategy/Tactics	Date	Responsible Party	Benchmarks
Enhance collaborative relationships with Tennessee State University and other Historically Black Colleges and Universities (HBCU) as appropriate	Promote and encourage cooperative efforts between Tennessee State University and our Departments/Research and Education Centers	Ongoing	Center Directors and Department Heads	Monitor levels of cooperative efforts between TSU and units
	Establish a joint CASNR and Tennessee State University MANRRS program whereby students from the two universities interact in joint programs/activities	Target date Fall, 2007	Retention Coordinator, MANRRS Advisor and TSU MANRRS Advisor	Track CASNR and TSU student participation in joint activities/programs. Maintain or increase participation levels.
Enhance relationships with high schools that have under-represented populations of students	Foster ties to Tennessee high schools which historically do not send students to UT-CASNR by offering and conducting in-service training for these school's teachers/administrators.	2007	Department Heads	Document teachers/administrators who participate in in-service training programs and include in annual reporting.
	Make recruitment visits to high schools with high percentage of under-represented student enrollment	Ongoing	Recruitment Coordinator	Track enrollment of students from these high schools.
Encourage current UT students from historically under-represented populations to learn about UTIA disciplines	Advertise appropriate courses and student job openings at the International House and the Black Cultural Center	Spring, 2007	Department Heads and Faculty	Monitor the number of applicants and enrollees resulting from advertising at these locations.
Enhance student participation in study and exchange programs	Work with Center for International Education, UTIA International Programs, and departmental faculty to develop and enhance opportunities for students to study abroad	Ongoing	Deans, Department Heads, and UTIA International Programs Office	Track student participation in study and exchange programs (use CIE and possibly IPANR data sources)
	Work with development to increase funds for student and faculty support to participate in international study	Ongoing	Deans, Department Heads, UTIA Development	Monitor results of development activity
Enhance relationships, collaborative activities, and formal linkages with external organizations and foreign institutions	Support faculty in opportunities for international travel, exchange and study programs. Support development and conduct of these programs by faculty within their units.	Ongoing	Department Heads and UTIA International Programs Office	Monitor number of external relationships, number of visiting scholars hosted, and number of faculty and students participating in exchange and study programs (should add to faculty/dept. annual reporting process to capture data)
	Promote and provide available financial support to faculty in their efforts to build and nurture exchange/study programs with foreign institutions.	Ongoing	Deans and Department Heads	Monitor number of external relationships, number of visiting scholars hosted, and number of faculty participating in exchange and study programs (should add to faculty/dept. annual reporting process to capture data)
	Recognize and highlight the accomplishments of faculty who are engaged in external and international collaborative agreements.	Ongoing	Deans and Department Heads	Monitor number of agreements/projects

Aligned with mission, strengthen relationships with diverse populations and examine strategies to accomplish these goals

Utilize unit advisory groups comprised of non-university persons. Educate and engage advisory groups regarding the importance of diversity in pursuing our mission. Thereafter, obtain the advisory groups counsel on methods to accomplish diversity goals and identifying under-represented arenas/populations. Utilize appropriate advice to assure partnerships with diverse communities are effective and vital.

2007

Deans, Department Heads, and Center Directors

Track implemented strategies and evaluate success

**Goal Five:** Ensure that curricular requirements include significant intercultural perspectives.

Objectives	Strategy/Tactics	Date	Responsible Party	Benchmarks
Ensure that the academic curriculum adequately prepares students for a diverse nation and world	At departmental faculty meetings and retreats, promote and encourage interdisciplinary programs. With development funds, support faculty training in new teaching skills whose techniques address diverse student populations and inclusion or intercultural subject matter	2007	Department Heads	Compare curriculum to that of previous years to identify whether it is meeting the needs of diverse student populations  Include open ended questions on SAIS course review regarding the extent to which course exposed students to other cultures
	Promote and support faculty efforts to review and revise their courses assuring that curriculum reflects an infusion of intercultural and international issues	Ongoing	Deans, Department Heads and Faculty	Compare curriculum to that of previous years to identify whether it is meeting the needs of diverse student populations  Include open ended questions on SAIS course review regarding the extent to which courses exposed students to other cultures
Develop and institute an academic Minor in International Agriculture and Natural Resources	Form faculty committee, identify suitable courses, submit proposal for approval	Target date Fall, 2007	Deans, Department Heads, and Faculty Committee	Completed and available to students in Fall 2007
	Form faculty committee to organize and host a one-day symposium in fall semester 2007 to launch new minor in international agriculture and natural resources; invite major keynote speaker and others to bring a broad perspective	Fall 2007	Associate Dean, Dept Heads, and select faculty member	execution

**Goal Six:** Prepare graduate students to become teachers and researchers in a diverse world.

Objectives	Strategy/Tactics	Date	Responsible Party	Benchmarks
Better prepare graduate students for instruction before a diverse audiences	Require participation of graduate teaching assistants in the UT Graduate School's Best-Practices Teaching Workshop. Assist the UT Graduate School develop the workshop through appointment of a Faculty and Graduate Student Planning Committee whose purpose is to provide input to workshop developers.	Spring, 2007	Deans, Department Heads and Faculty	Monitor participation and evaluate performance of graduate students in their teaching opportunities
	During student exit interviews, ask whether their studies increased their understanding of international and intercultural related agriculture problems and have them elaborate	2007	Department Heads and Faculty	Monitor student responses and develop appropriate programs making curricular revisions
Support graduate students in efforts to become more familiar with other cultures and customs both nationally and internationally	Provide encouragement, scholarships, and departmental assistance to graduate students who participate in study programs, internships, and exchange programs	Ongoing	Department Heads and Faculty	Track student participation (should add to faculty/dept. annual reporting process to capture data)