

The University of Tennessee

Diversity Plan

College/Dept. College of Business Administration

Goal One: Create and sustain a welcoming, supportive and inclusive campus climate.

Objectives	Strategy/Tactics	Date	Responsible Party	Benchmarks
Develop an environment within the College of Business Administration that supports differing races, genders, and backgrounds. Provide information and resources to enhance minority student, faculty and staff development in the College of Business Administration.	Increase enrollment of students from differing cultures, countries, and backgrounds (i.e. collaborate with Admissions for recruiting visits to high schools and middle schools).	Existing Effort	Undergraduate Programs Director/ MBA Director/ Ph.D. Directors/ Dean	Monitor statistics on number of students from under-represented groups and various countries. Compare these statistics with peer institutions, and compare with previous UTK College of Business enrollment to ensure an increase in the number of minority students.
	Provide orientation sessions and transition courses for all undergraduate students.	Existing Effort	Undergraduate Programs Director/ Dean	Monitor the number of students attending these sessions from under-represented populations.
	Provide open houses each year for all currently enrolled students.	Existing Effort	Undergraduate Programs Director/ MBA Director/ Ph.D. Directors/ Dean	Monitor the number of students attending these sessions from under-represented populations.
	Provide mentoring programs and socials for all graduate students.	Existing Effort	MBA Director/ Ph.D. Directors/ Dean	Monitor the number of students attending these sessions from under-represented populations.
	Include the importance of diversity as a theme throughout welcome sessions for students, staff, and faculty.	Summer/Fall 2006	Undergraduate Programs Director/ MBA Director/ Ph.D. Directors/ Dean/ Department Heads	Monitor the incorporation of this theme in welcome sessions.
	Implement college-wide faculty and staff diversity training.	Fall 2007	Dean	Collaborate with OED to ensure all areas of importance are addressed. Monitor number of faculty and staff attending training to ensure that all attend training.

	Hold recognition events/ceremonies honoring the accomplishments/achievements of students from under-represented populations.	Fall 2007	Department Heads/ Undergraduate Programs Director/ MBA Director/ Ph.D. Directors/ Dean	Evaluate the development and implementation of these events.
	Develop a peer-mentoring program for incoming undergraduates.	Fall 2008	Undergraduate Programs Director	Monitor development and on-going progress and effectiveness of mentoring program.
	Create additional student organizations to specifically support students from under-represented backgrounds.	Fall 2008	Undergraduate Programs Director/ MBA Director/ Ph.D. Directors/ Department Heads	Monitor the development of these organizations.

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
<p>Expand the number of individuals from under-represented populations into faculty, staff, and administrative positions. Provide ways to retain under-represented groups by using career advancement mentoring opportunities for all faculty, staff, and administration, but especially those in under represented groups.</p>	<p>Aggressively recruit individuals from under-represented populations into faculty, staff, and administrative positions. Encourage all Departments in faculty recruiting to work with the Geier Committee and Geier funds for recruiting.</p>	Existing Effort	Undergraduate Programs Director/ MBA Director/ Ph.D. Directors/ Department Heads	A.) Count the current numbers of under-represented groups for faculty, staff, and administrative positions and track those numbers over time. B.) Document efforts to proactively recruit under-represented populations for faculty, staff, and administrative positions. Count number of candidates in under-represented groups.
	<p>Follow proactively the Office of Equity and Diversity guidelines when hiring or dealing with turnover.</p>	Existing Effort	Undergraduate Programs Director/ MBA Director/ Ph.D. Directors/ Department Heads	Document efforts to recruit under-represented populations for faculty, staff, and administrative positions using the Office of Equity and Diversity guidelines.
	<p>Provide funding/support for faculty/staff to attend workshops and conferences to promote their development and retaining them.</p>	Existing Effort	Undergraduate Programs Director/ MBA Director/ Ph.D. Directors/ Department Heads	Monitor number of staff, faculty and administrative personnel involved in these workshops, conferences, etc. Track retention percentages of those currently in under-represented groups.
	<p>Be proactive in building bridges with future candidates before they complete PhD's for faculty slots, even when they are undergraduates. Encourage them in considering future openings at UT. Provide faculty doing such recruiting release time from other duties (e.g., other committee duties) to do this work. Provide funding for these types of early relationship building for recruiting. Similar comments for staff and administrative positions.</p>	Fall 2007	Undergraduate Programs Director/MBA Director/Ph.D.. Directors/Department Heads	Count over time the number of contacts with potential candidates who are encouraged to consider UT in the future. Document efforts to proactively recruit under-represented populations for faculty, staff, and administrative positions ahead of time. Have potential future candidates attend workshops with current personnel.

	Secure External Funding to promote advancement in rank by under-represented individuals at the rank of Assistant or Associate. The key gift we can give under-represent groups faculty at Assistant or Associate Professor level is buy out of their "time" to do research or other crucial work (e.g., service duties, recruiting faculty, etc). Let the Department retain the savings to use for finding someone to teach their load or cover service duties.	Fall 2007	Department Heads/ Deans	Monitor number of faculty awarded these "buy outs" and total funding each year. Track retention percentages of those currently in under represented groups using this program.
	Secure External Funding to Promote Diversity in staff, faculty and administrative positions. Example, as we have funding for Chaired Professors, seek funding for entry level faculty diversity slots for any Department that can successful recruit such candidates.	Fall 2008	All faculty/ Undergraduate Programs Director/ MBA Director/ Ph.D. Directors/ Department Heads	Secure amount of external funding received through development to support staff, faculty and administrative positions for diversity. Document number of attempts to secure such funding and number of departments with such positions funded.

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
Develop a diverse class that includes members of differing genders and races and expand the proportions of under-represented populations in that class. Provide support and resources for current students from historically under-represented populations.	Support Me4UT (Minority Enhancement for the University of Tennessee) and similar programs. Monitor minority student progress toward graduation. Maintain involvement in globalization program committee. Stay involved with international student liaison work.	Existing Effort	Undergraduate Programs Director/ GLOBI Director/ Associate Dean for Academic Programs	Monitor number of percent increase in historically under-represented populations that graduate. Compare UTK CBA minority graduation numbers with peer institutions.
	Participate in the KPMG foundation Ph.D. project each year. Each graduate student, including minority students, is assigned an advisor to assist towards successful program completion.	Existing Effort	Department Heads/ Ph.D. Directors	Record number of or percent increase in historically under-represented populations that graduate.
	Visit high schools and try to recruit minority students. Encourage faculty to attending these recruiting sessions by buying out time or relieving them from other service duty.	Existing Effort	Undergraduate Programs Director/ Department Heads/ Associate Dean of Academic Programs	Monitor number of or percent increase in recruitment of historically under-represented populations.
	Provide departmental scholarships to qualifying minority students.	Existing Effort	Department Heads/ Undergraduate Programs Director/ Associate Dean of Academic Programs	Compare the amount of funds available for minority scholarships at UTK CBA with funds available at peer institutions. Monitor the increase in funds to raise the amount available each year. Monitor the number of students participating in these scholarships.
	Provide assistance to international students with visa and language issues. Direct prospective international students to the International Center for access to quick information on visa requirements.	Existing Effort	Ph.D. Directors/ MBA Director/ Dean/ Undergraduate Programs Director/ Department Heads	Survey international students and prospective students to measure the ease of finding visa information and language help. Monitor the increase of international students.
	Promote increased CBA faculty involvement with the Ronald E. McNair Post baccalaureate Achievement Program. This program awards grants to universities for projects designed to prepare minority students for doctoral studies.	Existing Effort	Department Heads/ Ph.D. Directors	Establish percentage of faculty currently involved in McNair Program. Monitor increase in number of faculty involved in program.

Expand internet marketing efforts to reach prospective minority and international students. Place a diversity statement on the home page of the College of Business Web site. Enhance the CBA Web page with multi-lingual capabilities.	Spring 2006	Director of Technology/ Associate Dean of Research and Technology	Monitor the CBA Web site to ensure that a sensitivity to diversity is pervasive throughout the site.
Work with INROADS program to recruit and support minority students. (This is a leadership development program for minorities that the College of Business has worked with in the past. Students are partnered with corporations via internships and supported through their college experience via scholarships.)	Fall 2006	Dean/ Undergraduate Programs Director	Increase the number of students recruited from historically under-represented groups, and increase the number of minority institutions visited and recruited from.
Increase information of services and organizations available to our ethnically diverse students to help provide direction to support groups. Gather information on various cultural and ethnic groups both on campus and in the surrounding communities including religious and social.	Fall 2006	Undergraduate Programs Director/ Dean	Measure the increase in literature available with contact information for various cultural and ethnic groups.
Increase monetary assistance for historically under-represented students. Solicit businesses interested in hiring minority students for financial funding and internships.	Fall 2006	Development Director/ Dean/ Department Heads	Measure the increase in funding and internships available to minority students.
Increase stipends to attract minority and international students.	Fall 2006	Development Director/ Dean/ Department Heads	Measure the increase in funds available to qualifying minority students.
Provide tuition waivers (or in-state tuition rates) to qualifying minority and international students.	Fall 2006	Undergraduate Programs Director/ Dean/ Department Heads	Monitor the number of tuition waivers or in-state tuition rates granted to minority and international students.
Institute a minority high school student day at CBA. Set up mentoring for minority high school students with current minority CBA students. Provide summer programs for minority high school students to start earning college credit and get exposure to the business school environment..	Fall 2007	Undergraduate Programs Director/ Associate Dean of Academic Programs	Monitor and compare the number of minority high school students recruited through high school day and the summer camp with the number of minority students recruited through other avenues. Monitor number of recruited minority students to ensure a yearly increase.

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

Objectives	Strategy/Tactics	Date	Responsible Party	Benchmarks
<p>Strengthen existing partnerships within university and with diverse local community, state, regional, national, and global partners. Establish new structural opportunities for building partnerships fostering diversity. Extend use of College-based Web and electronic communication tools to improve our relationship with diverse communities.</p>	<p>Promote increased involvement with UT-based and non-UT-based organizations addressing diverse needs of minorities.</p>	<p>Existing Effort</p>	<p>Ph.D. Directors/ MBA Director/ Department Heads/ Dean</p>	<p>Establish baseline number of faculty and students involved in minority and diversity organizations (e.g., National Hispanic Business Association and National Black MBA Association). Compare these statistics with peer institutions, and compare with previous UTK College of Business enrollment to ensure an increase in the number of minority students. Through development efforts, raise private funds to support students who travel to conferences associated with diversity organizations.</p>
	<p>Increase provision and promotion of participation in study abroad programs.</p>	<p>Existing Effort</p>	<p>Ph.D. Directors/ MBA Director/ Department Heads/ Dean/ Undergraduate Programs Director</p>	<p>Establish baseline number of faculty, students and staff completing international study trips abroad. Compare these statistics with peer institutions, and compare them with UTK College of Business enrollment to ensure an increase in the number of minority faculty, students and staff taking advantage of the study abroad program. Through development efforts and GLOBI funds, increase scholarships and funds available for study/travel abroad.</p>

	<p>Promote increased national and international connections and networking involving diversity issues.</p>	<p>Existing Effort</p>	<p>Deans/ Department Heads/ Ph.D. Directors/ MBA Director/ Development Director</p>	<p>(1). Establish baseline number of faculty and students attending and presenting papers incorporating global and diversity topics/themes at national and international conferences. Compare with previous UTK College of Business numbers to ensure an increase in the participation of faculty and students. (2) Establish baseline number of Faculty and Students involved in domestic and international partnership agreements (e.g., ORNL, CUPA-HR: College and University Association for Human Resources). Compare with previous UTK College of Business numbers to ensure an increase in the participation of faculty and students. (3) Establish baseline number of diverse national and international visiting professors (e.g., ORNL, Asia, Europe). Compare with previous UTK College of Business numbers to ensure an increase in the number of visitors. (4) Establish baseline number of faculty and students involved in exchange programs (e.g., corporate-based and university-based). Compare with previous UTK College of Business numbers to ensure an increase in the participation of exchange programs. In the activities noted above.</p>
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Promote increased level of research/consulting addressing multicultural issues.	Existing Effort	Deans/ Department Heads/ Ph.D. Directors/ MBA Director/ Development Director/ Undergraduate Programs Director	Establish baseline number of faculty and students involved with consulting/research partnerships and contracts addressing diversity and minority components (e.g., development of diversity programs, number of projects involving businesses owned and operated by ethnic minorities). Compare with previous UTK College of Business numbers to ensure an increase in the participation. Increase funding through GLOBI to support travel associated with activities above.
Create diversity advisory board.	Fall 2006	Dean	Establishment of and monitoring of advisory board.
Create and support alumni chapters of minority organizations.	Fall 2006	Deans/ Department Heads/ Ph.D. Directors/ MBA Director/ Development Director/ Undergraduate Programs Director	Establish baseline number of faculty and students Involved with alumni chapters of minority organizations.
Secure external funding to promote domestic and international partnerships.	Fall 2006	Deans/ Department Heads/ Development Director	Amount of external funding received through development to support faculty and student domestic and international activities (e.g., scholarships, sponsorships).
Promote diversity awareness in business through corporate sponsorship; and host annual national and international guests to address diversity and minority issues in business (e.g., corporate success stories).	Fall 2007	Deans/ Department Heads/ Ph.D. Directors/ MBA Director/ Development Director/ Undergraduate Programs Director	(1) Establish baseline (A) Number of sponsors; (B) Number of faculty, students, and staff engaged in annual workshops for comparing with previous UTK College of Business numbers to ensure an increase in the participation. (2) Establish baseline of sustained corporate sponsorship necessary to expand INROADS [see Goal #3 for more information on INROADS] opportunities throughout the State.
Use the CBA Customer Relationship Management (CRM) system for our departments, centers and forums to improve our relationships with diverse communities. The CRM system will enable us to streamline our communications and network more easily with under-represented groups.	Fall 2008	Associate Dean of Research and Technology/ Director of Technology	Increase usage of CRM system by all CBA centers and departments within 18-24 months.

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

Objectives	Strategy/Tactics	Date	Responsible Party	Benchmarks
The primary objective would be to broaden the scope of the intercultural perspective that students receive.	Require students to take a foreign language. Currently we have a foreign language requirement in the College.	Existing Effort	Undergraduate Programs Director/ MBA Director/ Ph.D. Directors	Monitor the number of students fulfilling this requirement to ensure that all students fulfill it in a timely manner. Survey students to ascertain whether the exposure to a foreign language enabled them to gain a more global perspective. Each department and other organizational unit concerned with education (e.g. MBA programs) formalize a plan for how they would systematically address this issue.
	Ensure that international business is a collateral area for the majority of the College's majors.	Existing Effort	Undergraduate Programs Director/ MBA Director/ Ph.D. Directors/ Department Heads	Enlist a college committee to develop any interdisciplinary courses, a seminar series, and/or other activities to promote this curricular issue, and have them document their actions in this area.
	Encourage faculty to travel to international meetings to develop a global perspective.	Existing Effort	Department Heads/ Deans	Monitor the number of faculty traveling to international meetings, and document the college's efforts to encourage more faculty travel.
	Encourage student participation in the University semester abroad program.	Existing Effort	Undergraduate Programs Director/ MBA Director/ Ph.D. Directors/ Department Heads	Document the number of students participating in the Semester Abroad Program to ensure a yearly increase in these numbers.
	Encourage departments to devote a significant portion of their curricula to global issues/perspectives. A number of departments are already devoting a proportion of their curricula to global issues. A. Logistics and Transportation has a policy of devoting 25% of their curriculum to global issues. B. A course on international trade is offered by the Economics Department. C. An international tax course is offered as part of the MACC program in Accounting.	Existing Effort	Department Heads/ Deans	Survey the undergraduate and graduate curricula to find courses already addressing global issues. Encourage all departments to add more courses of this nature.

	<p>Create a course, or series of courses within the College focused on diversity issues. The courses could be offerings from each discipline or they might be interdisciplinary. Broaden the scope of this intercultural perspective to include more than just the global perspective which is the current emphasis of the College. Specifically, rather than focusing purely on international business, we should also include subjects of cultural differences within the US. For example, a course in banking might have a component of the course that focused on the implications of exchange rates for international banking, and it also might introduce issues of compliance with anti-discrimination laws in the US as art of its multicultural perspective.</p>	Fall 2007	Undergraduate Programs Director/ MBA Director/ Ph.D. Directors	Monitor number of courses created, and monitor the number of students taking these courses. Survey course content to ensure that intercultural and well as international content is contained in each course.
	<p>Create a seminar series with a multicultural focus as above. This could involve bringing in outside speakers with expertise in this area if funds are available.</p>	Fall 2007	Undergraduate Programs Director/ MBA Director	Research opportunities to bring in outside speakers for these seminar series. Monitor number of seminars created, and monitor the number of students taking these courses.
	<p>Develop a formal exchange program in which all undergraduate students would participate. This could include not only an international experience, but a domestic interregional experience. That is to say, young people from Tennessee might develop a much broader multicultural perspective from a semester at a school in Minnesota or New York as they would from a semester in Italy or England. Provide financial supplements for students without the resources to afford a semester elsewhere. Another possible dimension of such a program would be to promote internships for students outside the region as well as internationally.</p>	Fall 2008	Undergraduate Programs Director/ MBA Director/ Ph.D. Directors	Monitor the number of opportunities created for these student exchanges. Monitor the number of students participating in these cultural exchanges, and compare number of students participating in each region.

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

Objectives	Strategy/Tactics	Date	Responsible Party	Benchmarks
Heighten our students' understanding of the need to work with others of different backgrounds and cultures and ensure that graduate students have the training necessary to participate effectively and successfully in the pluralistic world of the 21 st century.	Encourage Ph.D. students to teach independent courses with multicultural content before they approach the job market.	Existing Effort	Faculty Mentors/ Ph.D. Directors/ Department Heads	Record the number of students teaching independent courses, and compare with the number of students teaching a course with multicultural content.
	Offer seminars in developing or emerging economies of particular international business interest (e.g., China, India, Russia).	Existing Effort	Ph.D. Directors/ MBA Director/ Department Heads/ Dean	Monitor number of students participating in seminars. Survey student perceptions regarding the international community following these courses.
	Increase efforts to recruit a significant number of international students, faculty members and other researchers.	Existing Effort	Ph.D. Directors/ MBA Director/ Department Heads/ Dean	Monitor admission/recruiting procedures to find the most effective avenues for recruiting a significant number of international students/scholars/faculty. Monitor numbers of international students/scholars/faculty to ensure an annual increase.
	Encourage international students to pass the 'speak' test at the earliest, and offer encouragement for international students to improve their English language skills.	Existing Effort	Ph.D. Directors/ MBA Director/ Department Heads	Monitor the average TOEFL test results for incoming international students. Identify early which students need encouragement in refining their English skills.
	Support Ph.D. student s in their research costs.	Existing Effort	Ph.D. Directors/ MBA Director/ Department Heads/ Dean	Monitor amount of research funds available for International MBA residency and other global internships. Participate in exchange programs and research partnerships with selected global universities; participate in international conferences; design an interdisciplinary minor that allows our Ph.D. students to take courses and independent study credits on international topics.
	Encourage faculty and graduate student membership in interest groups with a diverse focus. For example, a faculty member initiated a campus wide Interest Group for the Study of Marketing Communication in a Diverse Society. This group is composed of nearly 30 faculty members and Ph.D. students representing several campus disciplines (i.e., marketing, psychology, anthropology, philosophy, advertising, public relations, information sciences, retailing, travel and tourism, statistics, and speech and hearing). The membership includes individuals who represent US minority ethnic populations as well as international	Existing Effort	Ph.D. Directors/ MBA Director/ Department Heads/ Dean	Monitor number of diverse interest groups that faculty and students can participate in. Research the number of faculty and graduate students participating in groups.

Encourage students to attend and present research papers at international, national or regional conferences.	Existing Effort	Faculty Mentors/ Ph.D. Directors/ Department Heads	Monitor the number of students presenting papers at all conferences, and compare with the number of students presenting at international, national and regional conferences to see percentage of papers presented at each.
Promote collaborative research between faculty and all graduate students.	Existing Effort	Faculty Mentors/ Ph.D. Directors/ Department Heads	Monitor the number of joint publications.
Facilitate the placement of all graduate students approaching the job market by advising the all students in terms of what to expect, where to apply and what are the merits of different kinds of jobs.	Existing Effort	Ph.D. Directors/ MBA Director/ Department Heads	Survey outgoing students to ensure that all students received guidance in pursuing their career objectives.
Make sure that all the Ph.D. students teach at least independent course/section before they approach the job market.	Fall 2007	Ph.D. Directors/ Department Heads/ Dean	Monitor the number of students teaching independent study courses to ensure that all Ph.D. students have taught at least one course or section.
Encourage all graduate students to present in departmental seminars or brown bag series.	Fall 2007	Ph.D. Directors/ MBA Director/ Department Heads/ Dean	Identify areas of interest and encourage departments to allocate time for these seminars or series. Monitor the number of students presenting at these.
Support Ph.D. students in their international travel and research. Aggressively encourage and support global internships.	Fall 2008	Ph.D. Directors/ Department Heads/ Dean	Monitor the number of students pursuing international travel and research opportunities including international internships to ensure a yearly increase.
Encourage graduate students to take courses with a substantial international component.	Fall 2009	Ph.D. Directors/ MBA Director/ Department Heads	Maintain a list of graduate courses with an international business component. Monitor the number of graduate students taking these courses.
Sponsor retreats to hear presentations and discuss potential research interests. Encourage graduate students and faculty across the departments in the CBA to participate.	Fall 2009	Ph.D. Directors/ MBA Director/ Department Heads/ Dean	Identify funds to allocate for sponsoring these events. Identify student and faculty interest areas, then monitor the number of students and faculty attending these events.