

**The University of Tennessee
Diversity Plan**

Center for International Education

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

Objectives	Strategy/Tactics	Date	Responsible Party	Benchmarks
1. Support the International Student Council in their plan to be more of a student government for international students	Meet regularly with officers of ISC. Assist ISC with identifying channels within which they can operate. Assist ISC in identifying projects which meet their goals. Prior to their Spring 2007 elections, assist the ISC in restructuring the constitution to create a body made up of, and elected by, the international groups themselves.	Spring 2007 and Ongoing	Lee Rhea, Coordinator, I-House	Regular meetings with the current leadership and members of the ISC Restructuring of the constitution to elect representative body Meetings with International student groups to solicit input
House programs, stand-alone programs, and cosponsorship of others programs that promote an intercultural environment	Continue current programs and adjust/change as needed to meet goals.	Ongoing	Coordinator, International House	Assessment of programs at the end of each semester. Starting of new Corehouse series and other new programs as resources make possible.
3. Continue to develop the iVols program (a volunteer corps of international and American students who work on projects on behalf of the university community in international focused ways) and expand the number and scope of their projects	Assist the iVols group in identifying new projects to work on. Assist the group in developing recruitment strategies. Assist the group in developing training and team-building activities.	Spring 2007 and Ongoing	Coordinator, International House, the iVols group	Increased activities and members by end of the spring semester.
4. Improve the International House library (which includes materials on countries around the globe and on states in the U.S.).	Improve the overall look of the library by purchasing new materials. Reorganize existing materials to make more accessible and easier to utilize Identify new resource materials that are needed and obtain on a schedule according to budget.	Spring 2007 and Ongoing	Coordinator, International House	Complete reorganization by end of Fall 2006. Complete new materials purchases and want list by end of Spring semester.

	Incorporate library into I-House publicity.			
5. Continue to improve the overall appearance of the I-House and find funding to replace I-House furnishings in order to improve the overall appearance and to allow more flexibility in the use of the facility.	Identify needs and create a priority list. Identify possible funding sources	Spring 2007 and Ongoing	Coordinator, International House	Complete list by end of Fall 2006, start work on priorities by end of Spring 2007
6. Establish an early-October all campus International Education Week as a major fall semester event.	Identify programs to go into schedule and seek co-sponsorship Arrange programs and publicity.	Ongoing	Coordinator, International House	Complete project by October 2006 and plan for future program next year
7. Increase visibility and cultural effectiveness of International Festival in the spring	Incorporate into newly launched Diversity Week program. Increase activities at the festival and include more cultural learning.	Spring 2007 and Ongoing	Coordinator, International House	Complete planning by mid-Spring 2007 Complete program by end of Spring 2007 Assessment of program to follow Festival Schedule and budget in place by beginning of Spring 2007
8. Start new Coffeehouse series at the International House. The goal of this program is to encourage interaction between members of the university community.	Set up schedule for program. Solicit sponsors for program and create budget. Set up strategy for "hooks" for the program to draw in an audience.	Spring 2007 and Ongoing	Coordinator, International House, I-House Staff	Assess program and modify as needed with a revised plan by end of Spring 2007.
9. Diversity awareness among Programs abroad staff.	Provide diversity training for all Programs abroad staff.	Spring 2007	Associate Director CIE, Coordinators	Attendance of HR diversity training
	Incorporate diversity goals into staff evaluations	bi annual	Associate Director CIE	Number of initiated and completed actions (publications, presentations)

10. Increase awareness of non-western cultures among UT students.	Insure that all relevant public presentations and printed and electronic materials include information on and encouragement of study in non-western locations.	Spring 2007	Coordinators and Associate Director CIE	Number of publications and presentations that are reviewed and changed.
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11. Develop and provide an environment that supports students who represent diverse cultures.	Provide orientation programs to assist newly arrived students in their acculturation process Organize and implement one seminar each Fall and Spring to inform and update students on current issues. Collaborate with the International House on their programming initiatives.	On-going and existing effort	Assistant Director for International Student Services	Feedback from student satisfaction survey which will be used to evaluate success of programs and strategies.
12. Welcome and assist new international scholars to the campus	Continuation of existing services: Provide @welcome letters@ to new international scholars, regular orientation programs, and CIE staff available to advise and assist the Continuation of existing services: Update and add to handouts available to scholars	On-going and existing effort	Assistant Director for International Scholar Services	Evaluations completed by international scholar population will indicate satisfaction with their reception at arrival and services during their stay.
	New initiatives: If staff time allows, arrange CIE staff schedules to permit some walk-in advising on most days (currently, appointments are required)	2007		Walk-in advising will be available for scholars.
13. Assist host departments in providing a welcoming climate to international scholars in their departments	Continuation of existing services: Respond to inquiries from departments Continuation of existing services: Provide training for clerical/administrative personnel in host departments	On-going and existing effort	Assistant Director for International Scholar Services	Evaluations from university departments will indicate satisfaction with CIE services
	New initiatives: Meet with faculty, department heads and deans to provide information and promote services for international scholars New initiatives: Create handouts for departments hosting scholars (short-term and long-term) New initiatives: If assistance is available, improve CIE website for use by departments hosting international scholars	2007		Meetings with faculty groups to discuss the hosting of international scholars New handouts will be available Website will be improved.

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).

1. Hire a diverse staff to work at the International House.	<p>Advertise through formal and informal channels to solicit a diverse pool of applicants.</p> <p>Continue to hire a diverse pool of staff members that represent a variety of cultural backgrounds.</p>	Spring 2007	Coordinator, International House	Current information provided by January 2007
2. Provide information to staff about working in a university setting	<p>Identify useful sources of information related to working at UT.</p> <p>Provide materials or presentations through regular staff meetings.</p>	Spring 2007	Coordinator, International House	At exit interviews and reappointment meetings, discuss with students and record responses
3. Provide programs that offer under-represented and international students, faculty, and staff activities that they are interested in participating in. Extra-curricular and after work activities are often cited as reasons for attracting and retaining students, faculty, and	<p>Provide a variety of programs that are open to students, faculty, and staff that are of interest to a</p> <p>Provide tours to prospective candidates interviewing for positions at UT.</p> <p>Provide information to interested parties to be used for recruitment and retention of cultural diverse staff and faculty.</p>	Spring 2007	Coordinator, International House	<p>Assessment of programs to collect data of participants and satisfaction of programs.</p> <p>Tracking of tours and information provided.</p> <p>Provide family-friendly options for programs when possible.</p>
4. Improve the delivery of services to students, faculty, and staff by the International House staff through stronger training of the I-House staff, implementation of clear procedures, improved communication, and timely follow up of requests.	<p>Create operational handbooks for the Student Assistants to be used during training and throughout the year.</p> <p>Create operational handbooks for each of the routine programs that are overseen by the Graduate Assistants.</p> <p>Incorporate customer service training into staff training.</p> <p>Incorporate operational elements into G.A. program procedures.</p>	Spring 2007	Coordinator, International House	<p>Track number of groups using the building, overall usage numbers, and overall traffic.</p> <p>Assessment of program and overall services through questionnaires.</p>

5. Attract and recruit more candidates from under-represented populations.	Focus recruiting on under-represented populations by advertising positions on websites and publications that have a large minority Adhere to the Office of Equity and Diversity guidelines on hiring from under-represented populations	On-going and existing effort	Director, Center for International Education	Document efforts to proactively recruit from under-represented populations. Keep track of the number of minority candidates that apply for positions.
6. Develop a plan to retain staff members from under-represented groups	Provide support for staff to attend conferences and workshops to enhance their skills and Encourage staff to develop annual professional development plans and goals. Provide on-going evaluation and feedback to staff members.	On-going and existing effort	Director, Center for International Education Assistant Director for International Student Services	Monitor number of staff involved in participating and presenting at conferences Utilize feedback from staff to address their specific needs.
7. Expand the number of individuals from under-represented populations into staff and student positions.	Aggressively recruit individuals from underrepresented populations into staff and student positions	Spring/Fall 2007	Coordinators, Associate Director	Document efforts; measure increase in underrepresented student and staff; strive for goal of 25% or more from underrepresented populations.
8. Assist academic and other departments in attracting and retaining international faculty and employees	Continuation of existing services: Respond to inquiries from departments who wish to interview and hire international faculty and staff	Spring/Fall 2007	Assistant Director for International Scholar Services	The number of international faculty at UTK will continue to increase.
	Continuation of existing services: Contribute to retention of international faculty by providing immigration services, and a helpful climate within CIE			Evaluations from international faculty and staff will reflect satisfaction with services provided and their experience at UTK
	Meet with more departments heads deans, and others involved in faculty and staff hiring to assist them in recruiting and hiring international personnel Improve processing of permanent resident petitions and incases the number and types of petitions processed by CIE (versus by attorneys)			Increased meeting with deans or department heads to discuss international faculty/staff hiring Increased percentage of permanent resident petitions filed by CIE.
9. Attract and retain a diverse staff in the Scholar Services Office	Continuation of existing efforts: Actively encourage employment applications from a diverse population for open position in CIE	Sping/Fall 2007	Assistant Director for International Scholar Services	Persons interviewed for open positions will reflect a diverse applicant pool.

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
<p>1. Provide programs that offer under-represented and international students activities that they are interested in participating in. Extra-curricular are often cited as reasons for attracting and retaining students.</p>	<p>Provide a variety of programs that are open to students that are of interest to a culturally diverse population</p> <p>Provide tours to students interested in programs offered at the International House.</p> <p>Provide presentations to student groups at the International House, in classrooms, or other settings to make them aware of programs.</p> <p>Provide information to interested parties to be used for recruitment and retention of cultural diverse students.</p>	<p>Spring 2007 and ongoing</p>	<p>Coordinator, International House</p>	<p>Production of additional materials that might be used for promoting the International House programs.</p> <p>Assessment of programs to collect data of participants and satisfaction of programs.</p> <p>Tracking of tours and information provided.</p> <p>Provide family-friendly options for programs when possible.</p>
<p>2. Improve the delivery of services to students, faculty, and staff by the International House staff through stronger training of the I-House staff, implementation of clear procedures, improved communication, and timely follow up of requests.</p>	<p>Create operational handbooks for the Student Assistants to be used during training and throughout the year.</p> <p>Create operational handbooks for each of the routine programs that are overseen by the Graduate Assistants.</p> <p>Incorporate customer service training into staff training.</p> <p>Incorporate operational elements into G.A. program procedures.</p>	<p>Spring 2007 and ongoing</p>	<p>Coordinator, International House</p>	<p>Track number of groups using the building, overall usage numbers, and overall traffic.</p> <p>Assessment of program and overall services through questionnaires.</p>
<p>3. Develop a plan to assist in the recruitment of international students via collaborations with the respective departments on campus. Provide support and resources for current international students.</p>	<p>Participate in developing effective and viable recruiting plans.</p> <p>Provide information as requested to prospective students and departments</p>	<p>On-going and existing effort</p>	<p>Director, Center for International Education Assistant Director, International Student Services</p>	<p>Track the increase in number of international applications and matriculated students.</p> <p>Monitor the establishment of scholarships and the increase in number of tuition waivers and stipends for international students</p>

	Provide updated information on CIE website to prospective international students.			Establish baseline data on mailing I-20s.
3. Develop a plan to assist in the recruitment of international students via collaborations with the respective departments on campus. Provide support and resources for current international students.	<p>Collaborate with the recruitment and Development office to develop scholarships for international students.</p> <p>Work with Development office to identify international alumni who can assist with recruiting overseas.</p> <p>Work with academic departments to increase tuition waivers and stipends for international students.</p> <p>Collaborate with the Office of Graduate and International Admissions to ensure a seamless process in the admission of international graduate and undergraduate students.</p>	On-going and existing effort	<p>Director, Center for International Education</p> <p>Assistant Director, International Student Services</p>	<p>Monitor updated information on website.</p> <p>Feedback from academic departments used to improve communication channels.</p> <p>Feedback from student satisfaction survey which will be used to evaluate success of programs and strategies.</p>
4. Attract international students	<p>Provide funding for faculty/staff of underrepresented groups to participate on site visits to gain international experience.</p> <p>Update publication and website materials aimed at incoming exchange students and distribute materials to colleagues abroad.</p> <p>Carry out systematic site visit reviews to exchange partners (UTK, ISEP) and other organizations (OSEAS advising offices) and distribute information on opportunities at UT.</p> <p>Attend study abroad fairs overseas and distribute information on opportunities at UT.</p> <p>Develop proposal to fund underrepresented faculty and staff to participate in on-going abroad program or carry out site visits.</p> <p>Give presentations on study abroad to underrepresented groups (such as Minority Student Affairs, events, Upward Bound, McNair Scholars, etc.)</p> <p>Encourage through information and funding faculty of underrepresented groups to develop study abroad programs.</p>	On-going	Coordinators, Associate Director	<p>Track number of faculty/staff receiving applying for and participating on site visits.</p> <p>Increase in number of inquiries about study at UT on exchange programs through feedback from partner institutions and website hits.</p> <p>Number of site visits; increase in number of exchange students</p> <p>Attendance at one fair per year minimum</p> <p>Number of faculty of underrepresented groups participating in on-going abroad program and/or carrying out site visit</p> <p>Increase in number of underrepresented students going abroad</p> <p>Increase in number of faculty of underrepresented groups leading study abroad programs.</p>

	Give special consideration when allocating scholarships to students from underrepresented groups and/or to students wishing to study in non-western countries.	On-going	Coordinators, Associate Director	Increase in number of students from underrepresented groups receiving scholarships to study abroad in non-western countries.
5. Assist with efforts of other offices to recruit more international students	New initiatives: If an office at UTK is identified to recruits international students, the International Scholar Services Office can enlist the help of international scholars in distributing recruitment materials in their countries.	On-going and existing effort	Assistant Director for International Scholar Services	International recruitment materials (if they exist) will be given or mailed to current or previous international scholars

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

Objectives	Strategy/Tactics	Date	Responsible Party	Benchmarks
1. Continue to offer programs that are open to the broader university community.	<p>Utilize the I-Events listserv, publicity locations and channels, and community groups to inform community members of programs that are open to them.</p> <p>Meet with interested community groups to inform them of available resources and collaborate when possible on programs and/or publicity.</p> <p>Host groups whenever possible to provide a contact point for International students and the greater community.</p> <p>Act as a referring agent whenever possible to interested parties and international students or International student groups.</p>	Ongoing	Coordinator, International House, I-House staff	<p>Tracking of services provided.</p> <p>Assessment of programs to include community members.</p>
2. Utilize community members whenever possible to provide information or services to students	Identify community resources whenever possible as needed for programs.	Ongoing	Coordinator, International House	Collect data and record usage throughout the semester.
3. Support the educational and service missions of the University through relationships with diverse communities in Tennessee and globally.	<p>Identify organizations that have an international focus and collaborate with their efforts to provide opportunities for the development of international initiatives/programs.</p> <p>Assist the Development office in creating and supporting international alumni chapters throughout the globe.</p>	On-going effort	Director, Center for International Education Assistant Director, Center for International Student Service	<p>Baseline data collected on current programs to monitor increase in number of events and participants.</p> <p>Track the number of international alumni chapters established.</p>
4. Promote partnership with communities in non-western countries.	<p>Increase the number of students studying abroad in non-western countries.</p> <p>Provide support and financial incentives to faculty to explore study abroad program sites in non-western countries.</p>	Spring 2007	Coordinators, Associate Director of CIE	<p>Increase in number students studying in non-western countries</p> <p>Increase amount of financial support, number of non-western program sites visited, and number of programs established.</p>

5. Encourage international scholars and their families to interact with the local Knoxville community	Continuation of current efforts: In orientation, scholars are encouraged to participate in such programs as the host family program (run by an independent local organization). They are also given information about community events, and related resources	On-going and existing effort	Assistant Director for International Scholar Services	At least 5% of scholars will participate in host family programs (although we do not usually have information about who participates)
	Encourage the development of a support group for international women (as most unemployed spouses of international scholars are women), to connect spouses with each other and with the local community.			A new international women's group will be established.

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

Objectives	Strategy/Tactics	Date	Responsible Party	Benchmarks
1. Offer programs that encourage interaction with academic programs.	Continue Conversations About World Affairs. Identify connections to other programs using existing programs.	Spring 2007 and Ongoing	Coordinator, International House	Assessment of current programs by end of Spring 2007 Increased participation by faculty and staff by end of Spring 2007. Schedule and funding for Conversations in place for Spring 2007 by end of 2006
2. Support the intercultural and international components of the University's curriculum.	Provide resources and expertise regarding international and intercultural issues as requested by faculty.	On-going effort	Director, Associate Director, and Assistant Directors, Center for International Education	Baseline data collected on the number of requests and the topics requested.
3. Support faculty in internationalizing the curriculum	class presentations on study abroad; Identify Deans with departments where there is little or no international study opportunities and provide information on participation and study abroad opportunities. Develop field of study and study abroad information for specific departments across campus.	On-going	Coordinators, Associate Director	Class presentations made. Increase in number of information sheets on study abroad by major.
4. Facilitate the inclusion of international teaching staff and guest lecturers inside and outside undergraduate classrooms and (including regular faculty, visiting faculty, and guest lecturers)	Encourage more departments to use CIE resources to bring visiting faculty to teach. Encourages departments to bring short-term visitors from outside the U.S. as guest lecturers, exposing all students to more international perspectives.	On-going	Assistant Director for International Scholar Services	More departments will have visiting faculty serving in a teaching capacity. CIE will produce a handout to help departments wishing to invite guest lecturers from outside the U.S..

	Meet with relevant persons in departments, and deans' offices to publicize our services and try to avoid common problems in hiring.	On-going	Assistant Director for International Scholar Services	CIE staff will have met with department heads or relevant person in the dean's offices.
5. Facilitate the use of international scholars, already at UTK , as a source of information resource for students in other departments	New Initiative (or expansion of current efforts): serve as a link between international scholars and departments who could benefit from their experiences.	Spring 2007	Assistant Director for International Scholar Services	A formal or informal list of international scholars available for guest lecturing will be establish and used.

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

Objectives	Strategy/Tactics	Date	Responsible Party	Benchmarks
1. Equip international graduate students with information and experience that will help them work with diverse populations.	Collaborate with Career Services to provide seminars on job search strategies and interviewing etiquette. Encourage graduate assistants to participate in the University's "Best Practices in Teaching" workshops which are coordinated through the Chancellor's Office.	On-going effort	Director of CIE, Assistant Director for International Student Services	Monitor increase in number of participants for the respective seminars. Feedback from seminar participants to evaluate success of seminars.
2. Equip graduate assistants and practicum students with information and experience that will help them work with diverse populations.	Host College Student Personality practicum students in the Programs Abroad Office and arrange for international practicums	On-going	Coordinators, Associate Director	Number of CSP practicum students interning in PAO.
	Provide graduate assistant with diverse opportunities to interact with incoming exchange students and attend professional development opportunities relating to international education.	On-going	Coordinators, Associate Director	Number of opportunities for face to face contact with international students; GA evaluation of learning experience.
3. Facilitate interaction between UTK graduate students and the international scholar population	Encourage international scholars to serve to as guest lecturers or participants in workshops and panel discussions about their home countries or about international-intercultural differences.	Spring 2007	Assistant Director for International Scholar Services	Increase in number of international scholars serving as short-term resources outside of their host departments.

