

**The University of Tennessee
Diversity Plan**

College/Dept. UT Extension/Outreach & Continuing Education

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

Objectives	Strategy/Tactics	Date	Responsible Party	Benchmarks
Promote "Welcoming" Environment on Public Access Points	Add Chancellor's "welcoming statement" to Division / Department web pages, stationary, email signature files, etc.	Completed by July 1, 2006	Byrd / Hoeman	Completion.
Encourage positive attitudes toward and frequent attention to diversity issues.	<p>Include a "Diversity Focus" topic in the Dean/Vice Chancellor monthly FYI newsletter (see attached "Diversity Focus Archives") distributed to all Extension / Outreach & Continuing Education employees</p> <p>A letter from the Dean of Extension to all Employees emphasizing UT Extension's commitment to diversity and to Civil Rights Legislation, both the spirit and letter of law.</p>	<p>Monthly starting 7/1/2005</p> <p>Annually, January</p>	<p>Byrd</p> <p>EEO Coordinator, Dean</p>	<p>Ongoing inclusion in each newsletter.</p> <p>Completion</p>
Increase awareness of diversity issues through in-house publications and articles	<p>Showcase programs and activities that contribute to cultural diversity</p> <p>Utilize UT Extension publications such as New Directions, UT Agriculture, Tennessee Alumnus, etc to showcase diversity initiatives & successes</p> <p>Web sites to be representative of Tennessee's diversity and highlight diversity issues as appropriate</p>		<p>Deans</p> <p>Deans</p> <p>Deans</p>	

<p>Communicate to stakeholders the importance of diversity as it relates to Extension's Mission</p>	<p>Add statement of diversity commitment to "Cooperating Organizations" letter</p>	<p>Next update, 2008</p>	<p>Byrd</p>	
	<p>Develop educational materials including news releases, feature stories, video media, and brochures to be used in group presentations</p>	<p>Ongoing</p>	<p>Byrd, Deans, Asst and Assoc Deans, Specialists</p>	
<p>Familiarize staff with demographic changes related to diversity that are taking place in Tennessee and the United States</p>	<p>Provide Census and other demographic data regarding Tennessee Extension's audiences.</p>			<p>2000 Census, 2002 Ag Census, Kids Count Survey, etc.</p>
	<p>Provide county profiles as part of the Extension program planning process in the System for University Planning, Evaluation and Reporting.</p>	<p>March 2006 and ongoing</p>	<p>Extension Evaluation & Staff Development Dept.</p>	<p>2000 Census, 2002 Ag Census, Kids Count Survey, etc.</p>
<p>Provide recognition to staff members for innovative program development and delivery for new, diverse audiences.</p>	<p>Incorporate diversity into guidelines of existing program recognition.</p>			
	<p>1- Include recognition for teams and individuals at all staffing levels.</p>			
	<p>2- Include recognition for program adaptation or development of new programs to meet needs of more diverse audiences.</p>			
	<p>Participate in USDA sponsored diversity award programs.</p>			

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
Recruit a diverse workforce	Develop and conduct minority internships - explore use of Geier funds and other funding sources - possible departments include Conferences, DEIS, ELI, Marketing services and PPD, Hotel Management, ESL, Adult Education internship pays 4550 stipend per 10 weeks - offer academic credit where possible - make available any academic term (Fall, Summer, Spring)	Begin May 15, 2006	Byrd/Hoeman Coordinators	Outreach & Continuing Education will award three internships by December 2003. Extension will continue to host four to five interns each summer. Make at least one hire in Outreach and Continuing Education and one in Extension by December 2007
Advertise Positions to Reach Diverse Applicants	Market to audiences from diverse, underrepresented groups Include Chancellor's "welcoming statement" in all advertisements	Effective Immediately	All department heads	Diverse hires by end of 2007
Promote "Welcoming" Environment on Public Access Points	Add Chancellor's "welcoming statement" to Division / Department web pages, stationary, email signature files, etc.	Completed by July 1, 2006	Byrd / Hoeman	Completion.
Apply HR Metrics to recruitment and employment to evaluate effectiveness in hiring a diverse workforce	Collect demographic information on recruitment contacts, applicants, candidates, interviewees, offers, hires etc. See detailed sheet for complete demographic comparisons.	Ongoing	Byrd / Department Heads	Baseline data and annual comparisons.

	Run salary regression analysis within Extension and Outreach & Continuing Education to evaluate for salary equity and justice. Regressions to include race, gender, years of service, performance ratings, educational level attained, etc.	Annually	Byrd / Department Heads	Salary means and standard deviations
Enhance employee retention with family and partner friendly benefits.	Recommend to Board of Trustees analysis and inclusion of benefits / insurance for life partners		Department Heads, Faculty and Staff Representative Organizations	On Board agenda by December 2007
Recruit, hire and support an Extension staff that reflects the diversity of Tennessee	Identify and actively recruit qualified individuals for employment who bring diversity to the organization. Attract potential employees by: a) using referrals from current employees; b) using targeted advertising and recruitment methods (publications, databases, colleges or universities which target underrepresented groups); c) Providing job announcements; d) Providing information to placement offices; e) Providing career day displays and materials which reflect diversity of all types (age, gender, disability, race, etc); and f) Providing Extension career related materials to high school counselors. Include awareness of the organization's commitment to diversity in new staff orientation by conducting presentation/discussion based on cultural diversity and distributing copies of Extension's plan for diversity to new staff. Provide training in skills related to management of diverse employees to those responsible for hiring through in-service training or seminars in diversity hosted by other groups.		EEO Coordinator, Deans, Department Heads, Regional Directors EEO Coordinator, Deans, Department Heads, Regional Directors EEO Coordinator, Deans, Department Heads, Regional Directors	Employment metrics

<p>Create and maintain an organizational environment that respects diversity among staff, volunteers and clientele.</p>	<p>Support a balance between personal and professional responsibilities that respects the values of diverse employees.</p> <p>1- Review current personnel policies and identify those which respect diverse value systems.</p> <p>2- If needs exist, develop personnel policies to meet diverse issues.</p> <p>Adapt performance review format to reflect expectations regarding diversity,</p> <p>1- Adapt individual performance appraisal format to include integration of diversity into programming</p> <p>2- Train all supervisors and revise review format.</p>		<p>EEO Coordinator, Deans, Department Heads, Regional Directors, County Directors</p>	
<p>Explore Strategies to facilitate viable applications from qualified international candidates</p>	<p>1. Discuss and develop among administrative teams strategies to attract, interview and employ qualified international candidates, especially at the specialist and faculty level.</p>	<p>Spring 2007</p>	<p>Deans, Directors, EEO Counselor</p>	<p>Strategies communicated to administrative personnel and search committees.</p>
	<p>2. Send delegation to "Internationalizing Extension" conference.</p>	<p>January 31- February 2, 2007</p>	<p>To be determined</p>	<p>Recommendations to administrative team for employee / program development.</p>

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
Identify underrepresented populations and international students whom we are already serving. Identify populations in East Tennessee or on campus whom we are not serving.	Find out if we are collecting this information.	12/1/2005	Directors	Identify how Outreach & Continuing Education is collecting and recording attendance by Underrepresented populations and international students, Identify groups to target.
	Compile data and review	6/30/2006	Directors	Compile relevant attendance /program participation data. Identify groups not being adequately served.
	Determine ways to better collect and track participant demographic information.	12/1/2006	Directors	Examine how we are collecting the data, explore ways to improve that process, explore other ways that data can be collected (consider methods used by other UT Centers and Institutes)
Enhance marketing initiatives statewide and seek funding to subsidize programming costs for underrepresented populations identified above.	Communicate with local and campus organizations that represent under-represented populations (e.g. Alianza del Pueblo, Knoxville's Promise) to identify needs and funding opportunities.		Directors	Organizations contacted, proposals and awards.
	Request that UT Sponsored programs office alert Division to appropriate grant RFPs. Collaborate with various organizations to promote Continuing Education programs to under-represented populations.	7/1/2006	Dr. Burkett, Directors	RFP submissions and awards. Number of organizations contacted. Participation of underrepresented groups.
underrepresented groups access the University for Outreach and Continuing Education programs and what barriers they encounter.	Audit the ways that underrepresented students access UT Outreach and Continuing Education services.	7/1/2006	Directors	Review data of who is coming to OCE programs. Identify reasons why they come to the OCE programs. Research how they come to the University (phone, mail, web, etc...)
	Plan to reduce or eliminate the barriers and to enhance the things that work.	12/31/2006	Directors	Evaluate each process. Determine what works well and barriers that they encounter.
	Design databases so that they are "friendly" to International Names and Addresses	7/1/2006	Directors	Research international address formats, design universal format for data entry so that staff can enter all addresses, regardless of nationality

	<p>Problem: Our databases are designed to accept American addresses. When a student tries to register with a foreign address, often it does not fit into the spaces provided.</p> <p>Students do not know how they should enter their address and then we do not know how to use what they gave us.</p>		Deans, Directors	<p>Achievement of necessary database changes</p> <p>Achievement of necessary database changes. Instruction for personnel in use of international addresses.</p>
Market/Promote PPD, DE and IS programs to international students	Review course/program offerings to determine which might be attractive to international audiences	7/1/2006	Directors of PPD, DEIS, ELI	Identify most-popular international programs, categorize what attracts international students to these programs, review program offerings to determine how well they echo the things that attract international students
	Develop marketing strategies and recruit overseas partners to promote courses/programs globally.	10/1/2006	Directors	Plan specific steps to promote programs in such a way as to appeal to international students, consider adding courses that have strong attraction for international students.
	Market appropriate PPD and DE courses to UT international students	10/1/2006	Directors	Current enrollments/participation of UT internationals in programs
Continue to monitor clientele contacts by race and gender with the UT Extension Compliance Review and Report	Compare potential recipient percentages with actual clientele contacts by program area within county.	Annually by May 15	EEO Coordinator and Regional Staff	Potential, projected and actual educational contacts
	Utilize on-site visits to strategize with staff ways in which underrepresented audiences can be better reached.	Annually by May 15	EEO Coordinator and Regional Staff	County visits with not less than 25 percent of Tennessee counties each year (every county once every four years)

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

Objectives	Strategy/Tactics	Date	Responsible Party	Benchmarks
Identify who each department in Outreach serves	Review and compile current data from each department within the division	Within 6 mos	Department Heads	Demographic data including Race, Ethnicity,

	<p>Establish a working partnership with the Office of Institutional Research and Assessment for the purpose of audience data collection and comparison within UT and</p> <p>Add, delete, and revise data that's relevant to meet the Division's standards</p>	Within 1 yr	Department Heads	<p>Demographic data including race, ethnicity, national origin, etc.</p> <p>Compare our division's data with the data the university collects as well as data from peer institutions</p>
Identify underserved groups and populations in Tennessee, nationally, and globally	<p>Work closely with local, regional, state, and federal agencies to determine needs of target populations. Underserved groups include potential program participants from minority groups not participating in programs within 80 percent of expectation.</p> <p>Track requests of underserved groups to determine needs and interests</p> <p>Offer programs and courses to reach diverse populations</p> <p>Create a plan to distribute marketing materials</p>	One year after plan adoption	Department Heads	Compare Outreach's underserved groups with the University's underserved groups
Identify communication gaps that limit growth of partnerships	<p>Develop an advisory board comprised of people from local, state, and regional areas as well as action groups and focus groups.</p> <p>Amend website, create text-only web page; Amend presence to accommodate diverse groups.</p> <p>Improve communications with the Office of Disability Services; seek internal guidance and become knowledgeable about disability services; and create a council to strengthen relationships and knowledge base to work closely with disability services and other populations.</p>	One year after plan adoption	Department Heads	After one year, evaluate services offered and include diverse populations that we have not previously served
	<p>Communicate with Program Partners regarding Diversity initiatives. Write letters to School Superintendants, School Principals, FCE Club Presidents, and County Mayors/Executives regarding Extension's Diversity Initiative and policies of non-discrimination</p>	Annually, September or October	EEO Coordinator, Dean, Regional Directors, County Directors	Request letters in return from groups indicating policies and practices of non-discrimination. Letters returned from groups are to be kept in County Office files for local groups and State EEO Coordinator files for statewide organizations.

Include representation of individuals from diverse communities and groups on all advisory committees

Examine membership of advisory committees and groups at local, regional and state levels to ensure representation from diverse groups and communities.

Ongoing

EEO Coordinator,
Dean, Regional
Directors, County
Directors

Advisory committee demographic make-up.

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

Objectives	Strategy/Tactics	Date	Responsible Party	Benchmarks
<p>Ensure that the University's academic curricula prepare students for the pluralistic world of the 21st century</p>	<p>Develop, implement, and support professional development opportunities and programs to assist faculty and staff in transforming curricula to integrate diversity-related themes. Outreach, Office of Equity and Diversity, Office of Information Technology, and Undergraduate Council will partner to create a face-to face or online professional development course for faculty which will train instructors how to include diversity in courses.</p>	<p>1-Jul-06</p>	<p>Directors of Outreach, George Hoemann and Mary Jerger</p>	<p>What do peer institutions (TBR schools), companies and corporations do to encourage diversity in their workforce?</p>
<p>Ensure that students from diverse orientations and underrepresented populations and backgrounds are recognized as essential participants in the life of the university and society</p>	<p>Ensure that faculty are equipped with tools and strategies to make their classrooms welcoming to diverse student populations</p> <p>Support, expand, and encourage interdisciplinary programs and partnerships that focus on diversity in their curricula</p> <p>Design a diversity module for new faculty orientation</p>			<p>Compare number of colleges participating</p> <p>Compare number of participants per college</p> <p>Follow up with faculty</p>
<p>Develop and expand programs that will meet the diverse needs of potential Tennessee Extension Audiences</p>	<p>Identify issues and needs of diverse audiences in keeping with Extension's mission</p>			

	1- Identify and/or develop assessment tools for use with advisory groups, agencies and organizations in identifying needs and issues of a diverse clientele	Annually	County and State Faculty and Staff	Assessment information from System for University Planning, Evaluation and Reporting (SUPER) State Action Agendas and Individual Annual Plans
	2- Conduct assessments of advisory groups, agencies and organizations regarding needs and issues When planning, marketing and delivering programs, determine impact of delivery modes, accessibility, timing and cost (user fees) for participation. Revise as necessary.	Annually	County and State Faculty and Staff	SUPER State Action Agendas and Individual Annual Plans Annual program impact data from SUPER
	1- provide in-service training on learning / teaching styles and cross cultural dynamics of learning / teaching for county, area and state staff.	Fall 2006	EEO Coordinator and others.	Training offered to new employees in New Worker Orientation beginning August 2006.
	2- Develop a checklist for evaluating program delivery methods, accessibility, timing, cost, etc., to integrate with various aspects of diversity.	Spring 2006	Administrative Team	Checklist delivered to educators.

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

Objectives	Strategy/Tactics	Date	Responsible Party	Benchmarks
<p>UT Extension does not directly conduct graduate programs.</p> <p>Graduate programs conducted by UT Outreach and Continuing Education are geared toward business professionals.</p>				