

The University of Tennessee

Diversity Plan

College/Dept. A&S/School of Music

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

Objectives	Strategy/Tactics	Date	Responsible Party	Benchmarks
Develop a multi-faceted School of Music that projects a welcoming, inclusive community of musicians with diverse ways of participating in the educational and social life	Emphasize diverse educational experiences of non-western music, as well as continue to support western art music.	Existing Effort	Director, Associate Directors	Monitor the incorporation of these experiences throughout the curricula.
	Develop a peer-mentoring program for incoming undergraduates.	Fall 2008	Associate Director	Monitor development of this program and its effectiveness.
	Encourage students to participate in current student organizations and create additional organizations to specifically support students from under-represented backgrounds.	Fall 2008	Director, Associate Directors	Monitor existing organizations and development of additional ones.
	Increase community and university awareness of School of Music events, such as concerts, special seminars and guest speakers.	Existing Effort	Public Relations Staff	Evaluate existing efforts to ascertain areas of growth needed.
	Increase scholarship awareness, funding and graduate assistantship funding for international and minority students.	Existing Effort	Director, in conjunction with University Administration.	Monitor any such increases in funding as provided by the university.
	Encourage development efforts to seek donors to fund minority and international students.	Existing Effort	Director, in conjunction with University Administration	Full involvement in efforts by the university Development Office to court donors for these purposes.

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
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.	Follow the guidelines of the Office of Equity and Diversity in all hiring practices.	Existing Effort	Director	Document efforts to recruit under-represented populations for positions using these guidelines.
	Aggressively recruit individuals from under-represented populations into faculty, staff, and administration positions.	Existing Effort	Director	Establish current percentages of under-represented groups in these positions and track over time.
	Target and invite applications from under-represented populations for academic appointments in the School of Music.	Existing Effort	Director, Search committees	Document efforts to proactively recruit under-represented populations in faculty appointment.
	Pursue joint faculty appointments with other campus departments to increase under-represented traditions within the School of Music; for example, with Africana or Asian Studies.	Fall 2007	Director, Full Faculty	Begin dialogue with other areas across campus to pursue faculty appointments of this type.
	Create a position for an internationally recognized, minority jazz educator.	Fall 2008	Director, Dean	Monitor approval of search.
	Identify doctoral candidates for faculty and administrative positions from under-represented populations. Provide funding and/or release-time for establishing these relationships.	Fall 2008	Director, Dean, Full Faculty	Document number of contacts with potential candidates who are encouraged to consider UT in the future. Have potential future candidates attend workshops with current personnel.
	Provide funding/support for faculty/staff to attend workshops and conferences to promote their development and retention.	Existing Effort	Director	Monitor use of funds for purposes specified.

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
Establish a diverse entering class comprised of members of different races, ethnicities, and genders, and increase the numbers of under-represented populations. Continue to support current students from historically under-represented populations as well as international students.	Establish institutional relationships with diverse communities to strengthen recruitment of under-represented groups, particularly for areas that offer curricular content beyond western art music.	Existing Effort	Director, Associate Directors, Full Faculty	Monitor number of percent increase in historically under-represented populations.
	Create a student mentoring program for undergraduates.	Fall 2008	Associate Director	Continue current orientations each fall semester, and each semester for music education undergraduates. Tie these with mentoring
	Provide scholarships for students from under-represented populations.	Fall 2008	Director	Monitor such funds as made available by the university.
	Establish an undergraduate minority string quartet.	Fall 2008	String Faculty	Application for external grant due Summer, 2007.
	Offer music career-day workshops targeted to minority students.	Fall 2008	Full Faculty	Monitor development of workshops within the various areas of the School of Music.
	Develop a campus-wide Martin Luther King Celebration hosted by the School of Music; seek collaboration with theatre, dance, English and other departments.	Spring 2009	Faculty Diversity Committee	Develop and implement event.
	Increase outreach initiatives to high schools with minority populations.	Existing Effort	Full Faculty	Present performances by faculty and student ensembles to selected high schools in Memphis, Nashville, Chattanooga, and Knoxville.
	Identify teachers in under-represented areas and invite them to participate in master classes, workshops, seminars, and so forth.	Existing Effort	Full Faculty	Monitor current events already in place, seek development of more such opportunities.
	Participate in activities sponsored by the Black Cultural Center, such as, the Minority Student Affairs Open House among other recruitment	Existing Effort	Full Faculty	Monitor participation in these events.

	Provide assistance to international students with visa and language issues. Partner with the International Center to smooth the application process for international students and facilitate their completion of visa requirements.	Existing Effort	Associate Directors	Survey international students and prospective students to measure the ease of finding visa information and language help.
	Provide specialized advising to potential and current students through the School of Music.	Existing Effort	Associate Directors, Selected Faculty	Monitor success of advising system.
	Offer opportunities in research, performance and workshops in a variety of cultures for musicians and music educators.	Existing Effort	Selected Faculty	Continue to produce the highly successful Multi-Cultural Music Symposium, a biennial event that brings scholars and performers from across the globe to UT.

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

Objectives	Strategy/Tactics	Date	Responsible	Benchmarks
Support existing partnerships and develop new ones with diverse communities at the local, state, regional, national,	Develop one or more School of Music national and international summer programs.	Existing Effort	Full Faculty	Continue to encourage student and faculty participation in current summer music programs in Italy and Austria.
	Establish international scholar/performer/ensemble residencies in the School of Music.	Existing Effort	Full Faculty	into the UT community for workshops and master classes.
	Increase student participation in study abroad programs: encourage students to take classes in foreign languages; promote study abroad programs in individual advising and in relevant	Existing Effort	Full Faculty	Establish baseline number of those completing international trips abroad. Compare with peer institutions and seek to increase number to ensure participation in these programs.
	Build student and faculty exchange programs with national, international and sister institutions.	Existing Effort	Full Faculty	Continue to seek opportunities for exchange programs such as the recent program in China.
	Develop connections with performance institutions within Knoxville and the university community to coordinate workshops and presentations by visiting international performers and scholars.	Existing Effort	Full Faculty	Begin dialogue with other areas across campus to pursue events of this type.
	Expand partnerships with under represented	Existing Effort	Full Faculty	Multiple Field experiences in Music Education.
	Encourage student and faculty participation in local civic organizations that serve low-income groups.	Existing Effort	Full Faculty	Continue current participation in the Joy of Music School by faculty and students.
	Strengthen partnerships with under represented populations though faculty and student ensemble outreach performances.	Existing Effort	Performance Faculty	Present performances by faculty and student ensembles to areas in the South-East with a preponderance of historically under-represented populations.

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

Objectives	Strategy/Tactics	Date	Responsible Party	Benchmarks
Ensure that graduate students acquire skills to prepare them to interact with people of diverse cultural backgrounds and participate successfully in a pluralistic world.	Foster participation in courses that address the study of diverse cultures and multiple intellectual traditions, including issues of gender studies, post-colonialism, race and ethnicity, among others.	Existing Effort	Full Faculty	Monitor number of students in such courses.
	Provide orientation to all incoming students.	Existing Effort	Director, Associate Directors	Continue existing programs.
	Increase discussion of international and intercultural awareness in graduate student	Existing Effort	Associate Director	Continue existing program.
	Require graduate students to take courses with a substantial intercultural or international component; support diverse research topics for graduate	Existing Effort	Associate Director, Graduate Faculty	Continue to monitor graduate curriculum.
	Encourage and support graduate student participation in international seminars, workshops, conferences, and performances.	Existing Effort	Director, Full Faculty	Continue to provide funding and other appropriate support for graduate student participation in these events.
	Increase efforts to recruit a significant number of international students and faculty with diverse backgrounds and research specialties.	Existing Effort	Full Faculty	Monitor current numbers in each of these areas and seek to raise them.
	Create opportunities for faculty and student international exchange programs.	Existing Effort	Full Faculty	Continue to seek possibilities in this area.

	Encourage international students to pass the "SPEAK" test prior to matriculation.	Existing Effort	Associate Director, Full Faculty	Continue existing effort to emphasize importance of the test related to successful teaching at UT.
	Encourage graduate students to teach courses with multi-cultural content.	Existing Effort	Appropriate Faculty	Encourage integration of a variety of diverse course content including both Western and non-