

**The University of Tennessee**  
**Diversity Plan**  
 Political Science

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

Objectives	Strategy/Tactics	Date	Responsible Party	Benchmarks
Faculty mentoring	Institute diversity-sensitive mentoring process for junior faculty through: 1. Meeting with assigned faculty mentors each semester to chart women/minority faculty progress compared to other faculty. 2. Encouraging PDA/zero-teaching semester applications from women/minority faculty. 3. Encouraging efforts of newly-formed junior faculty to monitor and report on special needs of non-tenured faculty to head.	Fall 2006	Department head, executive committee of department  Junior faculty take lead, with department head advice and counsel - as needed	1. Take corrective actions where needed when mentoring-discerned problems arise. 2. Monitor zero-teaching/PDA success rate & outcomes. 3. Take corrective actions as needed when special needs of women/minority junior faculty identified.  faculty to head - take corrective actions in consultation with other faculty, as needed.
Eliminate/deter insensitive and threatening environment	GTA/lecturer/new faculty diversity and sexual harassment sensitivity training.	Fall 2006	Department head, working with OED	Have instituted mandatory training session for all new graduate teaching associates, graduate research assistants, term faculty (i.e., lecturers) and new faculty on university's sexual relations/sexual harassment policy.
Enhance "Ready for World" curriculum	Implement "Ready for the World" curriculum infusion (see also Goal Five for additional detail on new course development) through instruction and of new lecturers/GTAs.	Spring 2007	Department head, Undergrad. Studies director, other faculty as needed	Orient/train new lecturers/graduate teaching associates in teaching expectations regarding global/inter-cultural courses (i.e., all comparative politics/international relations classes AND POL 102 - Introduction to Political Science - syllabi and course descriptions are on file as of department's "International and Inter-cultural initiative course descriptions" report to Chancellor (5/9/06).  (Also - see goal #5).
Involve advisory board in creating welcoming, inclusive environment	Re-convene department's Board of Visitors at earliest opportunity to advise on progress in enhancing diversity and welcoming environment.	Fall 2008	Department head and department exec. Committee	Inform/update BOV women and minority recruitment efforts (see also Goal Three - on graduate student recruitment). Solicit advice/input from BOV on meeting goals.
Complaint and dispute resolution settlement	Periodic meetings with graduate students/faculty to address complaints/actual-potential disputes.	Fall 2006	Dept. head, assoc. head, graduate coord.	Bi-semester meetings with grad. student assoc. exec. officers/students to discuss & resolve issues.

**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 new faculty from under represented populations into vacant slots.	1. Make effort to employ at least one "opportunity hire" when future junior faculty vacancy occurs. 2. Use special advertising/media outlets to recruit under-represented faculty/lecturers.	2007 - 2008 expected	Head, senior faculty; search committees	Compare success in recruiting minorities/women against doctoral-granting departments in peer institutions - in the region and nationally - among departments whose success we seek to emulate.
Better <i>retain</i> faculty from under-represented populations	Promote special research funding and other career-building opportunities for women and minority faculty (e.g., zero-teaching terms, PDA encouragement) - also see goal #1.	Fall 2007	Head	Monitor career progress and tenure-track progress of faculty from under-represented groups as they matriculate through the tenure process.
Recruit new term faculty/ adjuncts from under-represented populations.	Employ direct contact with doctoral-granting departments; phone interviews; even on-campus visits where feasible - and meetings at conferences to better recruit term faculty from under-represented populations - including women.	Fall 2007	Head, dept. exec. committee.	Monitor progress in new adjunct faculty recruitment efforts, and compare progress against peer institutions against which we compete for contingent faculty.
Strategic hiring planning to ensure diversity.	Identify long-term faculty recruitment needs based likely retirements and changes in discipline likely to affect sub-field needs.	2007-2008	Head; executive committee; senior faculty.	Produce/implement hiring plan and monitor progress annually.
Mentor junior women/ minority faculty for future administrative positions.	1. Appoint women and minority faculty to search committees standing dept. committees. 2. Encourage women and minority faculty participation campus-wide service activities likely to facilitate future leadership roles - as appropriate.	Fall 2006	Head; senior faculty.	Monitor progress in advancing career development activities. Monitor progress toward ensuring that women and minority faculty service in higher department (e.g., MPA director, associate headship, graduate coordinator) roles - as well as campus-wide posts.

**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
Actively recruit MPA, MSP, MA, PhD. students from HBCUs.	Employ Black Graduate Fellowship program as recruitment vehicle for minority students.	Fall 2006	Head, graduate director	Monitor/compare progress in recruiting with recruitment of other faculty.
Actively recruit international students.	Employ connections with overseas institutions where alumni are teaching/doing research to promote recruitment contacts.	Fall 2006	Head, graduate director, faculty with former students overseas.	Monitor/compare progress in recruiting; compare with previous years.
Increase student diversity consciousness.	Use overseas visits for <i>research</i> to make contacts with potential graduate students; and to share graduate studies opportunities with colleagues.	Fall 2006	Head, graduate studies director, faculty traveling overseas.	Monitor/compare progress in recruiting; compare with previous years.
Increase student diversity consciousness.	Encourage diversity discussions at graduate student association (GSA) meetings and at GSA-faculty meetings.	Spring 2007	Head, graduate studies director.	Gather ideas/suggestions from GSA meetings and implement; monitor and report on implementation success.
Increase opportunities for under-represented groups to participate in dept./univ. life	Encourage diversity discussions at undergrad honors society meetings (I.e., Pi Sigma Alpha, national pol. Sci. honorary)	Spring 2007	Head, graduate studies director.	Gather ideas/suggestions from these meetings and implement; monitor and report on implementation success.
Increase opportunities for under-represented groups to participate in dept./univ. life	1. Ensure graduate students from under-represented populations are appointed to search committees, other departmental committees.	Fall 2006	Head, committee heads, search committee heads	Monitor participation and role of students on these committees.
Increase opportunities for under-represented groups to participate in dept./univ. life	2. Appoint undergraduate students from under-represented populations to Dean's student advisory committee other bodies.		Department Head, Undergrad studies director	Monitor participation and role of students on these committees and other bodies; encourage participation.
Foster career development opportunities for students.	Encourage internship opportunities for students from under-represented populations.	Fall 2007	All faculty, lecturers	Monitor and evaluate student participation and benefits of experiences in helping to encourage career opportunities.

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

Objectives	Strategy/Tactics	Date	Responsible Party	Benchmarks
Enhance existing service learning opportunities	Establish new variable credit course (POL 499 - Service learning) as a co-requisite vehicle for undergraduate students to receive credit for participation in activities that will better help under-privileged communities in Tennessee (e.g., mental health care, education).	Fall 2007	Faculty, department head	Monitor and evaluate student enrollment, participation in projects and evaluate effectiveness in addressing community needs, student learning outcomes.
Strengthen ties to UT, state, national entities focused on globally-relevant issues and diversity issues	1. Use TDEC scholar-in-residence position to boost and enhance student-faculty collaboration in environmental policy for state of Tennessee (e.g., preparation of state of environment report).	since 2005	Feldman	Evaluate participation and outcomes (e.g., state of environment project in 2007); encourage further participation by UT faculty/students in TDEC.
	2. Enhance other environmental/energy policy collaborations to secure department's role in regional/national (e.g., Baker Center energy fellowship program, U.S. Global Change research program, U.S. DOE weatherization program).	Fall 2006	Professors Feldman, Fitzgerald, Tonn, Jepson, Scheb, others as needed.	Monitor and evaluate collaborative effort outcomes (e.g., projects completed, monies raised for research; enhanced reputations, and effectiveness in acquiring future work.
	3. Enhance planning and PA program initiatives aimed at forging collaboration on community development, environmental sustainability including UT <i>Institute for a Secure and Sustainable Environment</i> , aimed at working with scholars, community leaders, and citizens on problems of sustainable development; as well as Appalachian teaching project (ATP) to work with citizens on local economic development issues.	Fall 2006	Professors Jepson, Tonn, others as needed.	Evaluate efforts to bridge bridges among constituencies, raise funding, encourage participation of students/other faculty in programs; also evaluate community responses to programs and gauge success at addressing problems.
Strengthen ties to international entities focused on globally/diversity-relevant issues.	1. Continue expanding partnerships between department and educational institutions in China, Taiwan, Singapore (e.g., visiting fellowships at National U. of Singapore, mini-term classes at Sichuan U., China.	since 2004	Professors Zhong, others as needed.	Seek greater enrollment of students in mini-term opportunities; more frequent exchanges and collaborations of faculty and students. Monitor and evaluate program growth.
	2. Expand research partnerships between department and Greenpeace and other environmental NGOs in Russia - institute faculty/student exchanges.	since 2005	Professor Feldman, others as needed.	Seek more frequent exchanges/growth in collaboration; produce research monographs; see more student exchange opportunities.
Expand/enhance internship opportunities with state/federal entities.	Institute common "internship semester experience" for state legislative interns, Congressional and NGO interns, election campaign interns with cooperation of Baker Center - goal is to bring students together in common discussions about their common experiences.	Fall 2007	Professors Fitzgerald, Scheb, others as needed + Alan Lowe from Baker Center	Evaluate how internship "common experience" enhances overall internship experience, student personal and professional growth; quality of internship experience and growth in student interest in internship opportunities.

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

Objectives	Strategy/Tactics	Date	Responsible Party	Benchmarks
Enhance mini-term and other study abroad opportunities.	1. Continue offering mini-term course (POL 491) in Beijing, annually recruit students campus-wide. 2. Enhance other mini-term overseas offerings as staffing/ student demand warrant (e.g., re-offer Russia class & Brazil based MS in Planning course.	Spring 2007  Fall 2008	Professor Zhong  Head + Professors Tonn, Jepson, others as needed	Monitor recruitment; student evaluations of course experience; use feedback to enhance course, recruit students.  Assess and report on student interest; make progress in site-preparation/liaison with schools in respective countries
Infuse Introductory-level class with multi-cultural/international perspectives.	Send select faculty to APSA teaching & learning conference to acquire information on workable infusion strategies; prepare mini-conference in dept. & white paper on best practices.	Fall 2007	Head, Undergrad studies director, assorted lecturers.	Completion of best practices white-paper; application of principles in all sections of POL 102 during 2007-8 academ year. (Also see Goal #1).
Enhance IDP participation & leadership.	Use dept. involvement in legal studies program to broaden program's perspectives in multi-cultural/global legal issues.	Fall 2007	Professor Scheb, new faculty in law	Expand offering of law-related courses with global/inter-cultural content, use new faculty expertise/lecturer expertis
Enhance participation in intercultural/global seminars colloquia, film series.	1. Use departmental participation in interim leadership of Ctr. For International Education as vehicle for enhancing dept. participation in special seminars on world affairs.  2. Continue/enhance contributions and sponsorship of Black Cultural Ctr., women's studies, cinema studies, and other programs' events - including visiting lecturers & films.	Spring 2007  Fall 2006	Professor Zhong, others  Head, other faculty as needed.	Dept. participation in world affairs seminars; other CIE events.  Increased sponsorship/contribution/participation in global and inter-cultural campus events; increased student/major attendance at and participation in events.
Enhance national & inter-cultural experiences of planning program students.	Use involvement of two planning faculty in new Institute for Secure & Sustainable Environment (ISSE) to hasten student research/learning experiences in sustainable community efforts in E. Tennessee & nationally; continue periodic offering of POL 410 -special topics class on community sustainability.	Fall 2006	MSP faculty (Tonn & Jepson), others as needed.	Monitor both student participation in research/learning experiences of ISSE, but also involvement of students in community-focused eco-tourism & local development projects. Use feedback to improve course & ISSE experier
Enhance/expand undergrad student internship experience inter-culturally	Launch new Baker Center/Pol Sci internship colloquia for campaign/congressional interns - share inter-cultural experiences; also participate in offering Baker Ctr. Events that foster civic education.	Fall 2006	Senior faculty; Baker Ctr., Dept. head	Bring together Baker ctr. Interns to exchange experiences i diverse office/political settings; monitor progress of interns; value of learning experiences.

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

Objectives	Strategy/Tactics	Date	Responsible Party	Benchmarks
Enhance content of POL 594 required class for all PhD students who teach infuse with global/inter-cultural content.	Introduce "best practices" in infusing introductory-level pol. sci courses based on experiences at other universities - course is mandatory for all PhD graduate teaching associates.	Fall 2008	Prof. Cunningham; other faculty as needed.	Monitor/assess student infusion through lesson plan development; sample lecture preparation on part of students.
Enhance/re-invigorate international relations sub-field & relevant course offerings	Hire senior level international relations faculty member who can mentor doctoral students/supervise dissertations; work with two junior faculty in building curricular offerings for grad students.	Fall 2008	Head, IR search committee; grad. studies committee (for curricular changes).	Monitor number of doctoral/masters students in international relations & compare with numbers at peer institutions.
Enhance preparation of doctoral students to teach globally-infused courses.	Send select graduate teaching associates to APSA teaching and learning conference to learn how to globally-infuse POL 102; hold GTA-organized mini-conference for all GTAs and develop "best practices" guide for new doctoral GTAs.	Spring 2007	Head, graduate studies coordinator.	Graduate student report from APSA conference suggesting best practices to be adopted; participation in campus mini-conference; production and implementation of best practices in POL 102.
Enhance inter-cultural education experience of MPA students.	Introduce combined MPA program/Institute for Public Service (IPS) small-city internship program to expose MPA students to rural/small community problems in Tennessee.	Fall 2007	MPA coordinator; IPS intern coordinator; MPA faculty.	Monitor experiences of each class on MPA interns in various cities throughout Tennessee; incorporate lessons of experiences in planning future MPA small-city internship experiences.
Institute mandatory sexual harassment/diversity orientation programs.	GTAs/all new graduate students must attend sexual harassment workshops in fall; diversity orientation provided at graduate student orientation at beginning of fall semester.	Fall 2007	Head, graduate coordinator.	Have institute programs; continue to monitor problems that arise; reinforce message of this training at every opportunity (e.g., grad student-faculty meetings).