

**University of Tennessee-Knoxville  
Diversity Plan Progress Report**

**Submitted by the Diversity Council  
February 2007**

## **Diversity Plan Process and Methodology**

In 2005, Chancellor Loren Crabtree appointed a campus Diversity Council at the University of Tennessee-Knoxville (UTK) consisting of 22 persons from the administrative, faculty, and student ranks. The Council was given a charge of developing a framework and process whereby campus units could identify goals, objectives, and programs to address the diversity needs within their respective areas. The framework consisted of six basic goals which addressed the areas of recruiting and retaining students and faculty, preparing faculty and graduate teaching assistants to teach a diverse student body, strengthening ties between the campus and Knoxville community, and creating and sustaining an overall diverse campus climate conducive to welcoming students, employees, and visitors to the university community. The framework was disseminated to every campus department/unit. Members of the Diversity Council met with campus units to provide assistance in developing their individual plans.

As a result of such efforts, 74 individual plans were submitted to the Diversity Council by units representing every aspect of the University—student affairs, academic affairs, and support programs. The Council was then sub-divided into six task forces that reviewed the plans and assessed them by focusing on themes or patterns, best practices, challenges and recommendations.

During the assessment, several diversity plans rose to the forefront as overall best practices. These units had a director, department head, dean, and/or the associate Dean who embraced the initiative by taking an active role in developing the plan and promoting it within the unit or college. They communicated with the Diversity Council concerning their plan and used feedback to enhance their plan. These commendable plans included sound, feasible, and often innovative strategies and benchmarks with clear timelines and responsible parties. Each best practice plan was graded as commendable in at least four of the six Diversity Plan goals. The units that provided diversity plans that serve as best practices are:

- College of Education, Health and Human Sciences
- College of Business Administration
- Division of Student Affairs
- University Libraries
- Office of Disability Services
- Extension/University Outreach and Continuing Education

All best practice units, except the College of Education, Health, and Human Sciences from whom a revision was not requested, have submitted second revisions in 2007 based on Council recommendations.

Along with identifying best practices, each task force also identified themes or patterns in strategies for each goal among the various diversity plans. These patterns show possibilities for collaborations across campus. Multiple diversity plans identified the following strategies for Goal One (Create and sustain a welcoming, supportive and

inclusive campus climate): diversity training, diversity websites, publications, and/or newsletters, display cases, cultural events and programming: i.e. celebrations, speakers and including diversity in staff evaluations and diversity awards.

Patterns that emerged among strategies for 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)) include: designing recruiting/marketing plans that emphasize attracting qualified individuals from underrepresented populations; encouraging faculty and staff to participate in workshops/professional meetings which address issues of diversity and retention; seeking funding for workshops and professional meetings; developing clear guidelines/directives for hiring strategies designed to increase diversity among faculty and staff; and providing mentoring opportunities for underrepresented faculty and staff to increase retention.

Goal Three (Attract, retain, and graduate increasing numbers of students from historically under-represented populations and international students) strategies often focused on: increasing scholarship dollars to attract students from underrepresented groups, mentoring programs that allow students to connect with others in an attempt to retain them and educational programs targeting students involved with their department, college or major.

Many diversity plans focused on the following strategies for Goal Four (Develop and strengthen partnerships with diverse communities in Tennessee and globally): establishing programs with overseas universities, participating in or hosting community groups, staff participation in international experiences and encouraging students to explore international opportunities.

Goal Five (Ensure that undergraduate curricular requirements include significant intercultural perspectives) showed the following patterns among strategies in plans: supporting and expanding interdisciplinary programs that focus on diversity in curriculum, integrating study abroad into curriculum, assuring that a wide range of undergraduate courses address issues of diversity and encouraging departments to address global issues in curriculum.

Finally, the patterns that emerged in Goal Six (Prepare graduate students to become teachers, researchers, and professionals in a diverse world) strategies include: diversity training exercises for graduate teaching assistants, international research collaborations and study abroad programs for graduate students.

Review and assessment of the diversity plans highlighted some of the many challenges that the campus faces. To address these challenges, the Diversity Council made the following initial recommendations:

- **Increase public awareness of the Diversity Plan and its relationship with the Ready for the World (RFW) initiative.** Include a greater web presence and

diversity related iconography, messaging and communications for the Diversity Plan and Diversity Council.

- **Keep diversity dialogue active on campus.** Maintain diversity as an issue in the forefront. Diversity should be inherent in every aspect of campus life. Dialogue around diversity should use the Diversity Council definition of diversity, which is more inclusive than past definitions of diversity on campus. The Chancellor should constantly remind the campus of the importance of diversity and enactment of the Diversity Plan.
- **Make the Diversity Plan central to decision-making at UTK.** If administration keeps the Diversity Plan at the heart of decision making, campus culture will evolve. There should be ongoing efforts on campus to achieve buy-in for the Diversity Plan. These efforts are underway.
- **Create and publicize a plan for accountability in regards to the Diversity Plan.** Create a specific plan for accountability. Include diversity initiatives and activities as part of performance reviews.
- **Maintain diversity contacts within each college.** UTK should create a committee of upper level administrators within each college who have personnel and diversity-related responsibilities. Led by OED, this committee will work to identify issues, opportunities, and collaborative possibilities in addressing recruiting and retention issues.
- **Develop a routine system of collecting diversity-related data.** Develop a systemic process for data collection that can be used for benchmarking and monitoring, such as student demographic data within departments and diversity program information.
- **Make funding available for the diversity plans to foster innovative initiatives.** Publicize information on available funds for diversity initiatives and innovative ideas. Create a budget for the Diversity Council for diversity programming and projects related to the Diversity Plan.

## 2007 Update

After units submitted their original plans in Spring 2006, the Diversity Council reviewed them and, where necessary, provided suggestions for improvement. Plans were returned to the hiring units and revisions requested. The table attached shows units submitted second revisions incorporating Council comments and units that have either not submitted second revisions or just recently submitted their first drafts for review. First drafts and revisions submitted in 2007 are currently under review by the Diversity Council.

2007 Diversity Plan Update

<b>Unit</b>	<b>Diversity Plan Status</b>	<b>Overview/Comments</b>
Administration and Finance	First draft submitted Spring 2006. Revision received in December 2006.	Two goals (One and Three) were considered commendable. These goals show commitment to intertwining diversity into every day efforts of the unit, including performance evaluations, resource allocation, and unit policies, procedures, and practices. The plan incorporates most of the Diversity Council recommendations from the first draft of their plan into this revision. The benchmarking needs to include how to assess progress towards recruiting and retaining a diverse workforce and progress towards developing and strengthening partnerships in diverse communities locally and globally. Collaboration with HR mentioned.
Athletics	Requested Submission in January 2007	A representative from Athletics was invited to join the Diversity Council in 2007 and a diversity plan was requested at that time. The plan is currently being written. Athletics already has a diversity piece included in their accreditation process.
Center for International Education	First draft requested Fall 2006 and submitted December 2006.	This plan is very extensive. Tactics and benchmarks are feasible. Some strategies on Goal Two need clarification. The department should review the benchmarks to make sure they are outcomes, rather than process oriented. Program ideas include holding a coffeehouse series to encourage interaction between diverse members of the campus community, incorporating diversity goals into staff evaluations, meeting with academic departments to discuss hosting international scholars, collaborating with academic departments to recruit international students, searching for study/work abroad funding for under-represented groups of students, faculty, and staff, assisting Development in creating global alumni chapters, providing incentives to faculty to support study abroad programs in non-western countries and developing a support group for international women. Collaborations cited with Human Resources, the International House, the Office of Equity and Diversity, campus academic departments, Development, the Office of Graduate and International Admissions and Career Services.

College of Agriculture and Natural Resources/Research and Education Centers	First draft submitted Spring 2006. Revision received in December 2006.	Goal Three was commendable on the first draft. There is significant improvement on the revision compared to the first draft. Diversity Council recommendations were incorporated. Promising suggestions include an annual diversity award for faculty/staff, using internal publications to highlight diversity within the College, salary equity review, adding diversity support onto the performance evaluations for faculty and department heads, fostering ties to Tennessee high schools by offering in-service trainings, implementing a formal shadowing program, monitoring and intervention for students on academic review, developing a minor in International Agriculture and Natural Resources, and including diversity related evaluation questions in student exit interviews. Collaborations mentioned include the Office of Equity and Diversity, the Student Success Center, the UT Department of Housing, Development, Tennessee State University, Center for International Education, International House, and the Black Cultural Center.
College of Architecture and Design	First draft submitted Spring 2006. Revision received in December 2006.	This plan was rated commendable for Goal Three on the first draft. The revision shows multiple strategies for each goal with feasible objectives and effective benchmarks. New ideas included a faculty mentoring program for new hires, a formal faculty development leave program, establishing a minority graduate scholarship, a summer design camp for high school students, and a classroom/studio in the Five Points area. The plan mentions collaborations with other Colleges, HR, and Admissions. The plan incorporates most Diversity Council recommendations from the first draft of their plan into this revision.
College of Arts and Sciences	No college level plan submitted. Each department has submitted an individual plan.	College needs to submit a college-level plan.
College of Business Administration	First draft submitted Spring 2006. Chosen as a best practice plan for five goals. Revision received in December 2006 for remaining goal.	This plan had five commendable goals on the first draft. The plan looks at opportunities for pipelines for faculty positions and seeks external funding to promote diversity and minority retention and advancement. This plan is heavy on new and innovative initiatives, including a minority high school student day, creating a diversity advisory board from members of the community, securing external funding for minority scholarships and

		domestic and international activities for faculty and students. There is a focus on curriculum infusion, including creating a series of international and intercultural diversity related courses within the College and a formal exchange program for all students that would include international and domestic experiences. Opportunities for collaboration are mentioned, including the Center for International Education, the Office of Equity and Diversity, and Human Resources. The plan incorporates all Diversity Council recommendations from the first draft of their plan into the revision.
College of Communication and Information	First draft submitted Spring 2006. Revision received in December 2006.	The revision shows improvement over the first draft, but needs stronger, more detailed objectives. The strategies and benchmarks need further development, including baseline data and assessment. Innovative programming ideas include developing a relationship with a Historically Black College or University for a faculty and student exchange program, for symposia programming, and for curriculum exchange ideas. In addition, the College will seek endowed funding for a minority faculty line and fund a study of the minority student experience in the College. The plan incorporates most Diversity Council recommendations from the first draft of their plan into the revision. The Diversity Council recommends the College review their plan for potential collaborative opportunities across campus.
College of Education, Health, and Human Sciences	First draft submitted Spring 2006. Chosen as a best practice plan for all six goals. No changes were requested.	All six goals were found to be commendable. The plan includes innovative, sound, and feasible ideas. The College has demonstrated their commitment to diversity through an active International/Intercultural committee and recent hiring of a Coordinator for Diversity and Retention. Their diversity plan includes innovative ideas such as creating three advisory boards, including a Graduate Student Advisory Board, an Undergraduate Student Advisory Board, and a Faculty Intercultural/International Advisory Board, to solicit feedback on a welcoming and inclusive environment. They also will include the College's Board of Visitors in diversity planning efforts. They will develop a college-wide retention model for staff, faculty administration, and students. The Diversity Council would like to review potential collaborative opportunities with the College across campus.

College of Engineering	First draft submitted Spring 2006. Revision received in December 2006.	The revision shows significant improvement since the first draft. The plan focuses on recruitment and retention strategies for faculty, staff, and students. Programs include faculty and staff mentoring, the Engineering Diversity Program, recognizing faculty who identify qualified minority candidates, coordinating with Administration to facilitate placement of spouses, Dean's meeting with search committees to stress College commitment to diversity, mentoring and tutoring programs for students, and pursuing a recruiting program with the Chancellor's office to recruit international students. Collaborations mentioned with the Office of Equity and Diversity, Student Affairs, and the Chancellor's Office. The plan incorporates some Diversity Council recommendations from the first draft of their plan into this revision.
College of Law	First draft submitted Spring 2006. Revision received in December 2006.	This second draft incorporates suggestions from the Diversity Council, given at the first review. There are various noteworthy suggestions such as a student satisfaction survey, promoting diversity activities within the College on their web-site, outreach to minority alumni and contacts in the community to network for recruiting purposes, outreach to the Hispanic community and workshops for faculty on curriculum infusion. Benchmarking focuses on monitoring of all programs and strategies. One question the Council has is who will do the monitoring? The plan includes existing efforts, as well as several new ideas. Collaborations cited with student organizations such as Lambda, Christian Legal Society, Muslim Law Student Society, and the Federalist Society. The Diversity Council would like to see more collaboration with other entities across campus.
College of Nursing	First draft submitted January 2007.	More work is needed on developing effective benchmarks and detailing tactics given so that someone outside of the College can comprehend the plan. The plan focuses on ongoing activities, with the exception of new ideas such as an environmental satisfaction survey, a mentoring program for new faculty, a summer orientation program for new undergraduate students, and curriculum mapping to identify cultural content in the undergraduate program. Collaborations include Development and the Office of Disability Services.

College of Social Work	First draft submitted Spring 2006. Revision received in December 2006.	Goals Four, Five, and Six were commendable on the first draft. The revision incorporates Diversity Council recommendations. Innovative suggestions in the plan include developing an LGBT educational program for faculty and students, forming a student recruitment advisory committee, providing frameworks to faculty for curriculum infusion, and developing opportunities for international field placements. Benchmarking on Goals Two, Three, and Five should focus on baseline assessment and outcome measures rather than process oriented measures. The Council recommends reviewing the plan for opportunities to collaborate with other entities on campus.
College of Veterinary Medicine	First draft submitted Spring 2006. Revision received in January 2007.	Goal Five was commendable on the first draft. Diversity Council recommendations were incorporated into this revision. Promising strategies include establishing a UT chapter of Veterinary Students as One in Culture and Ethnicity (VOICE), designating a faculty member to oversee diversity activities, providing teaching development workshops for graduate students, and developing partnerships with industry/government to support minority doctoral student training. Benchmarks on Goal Two and Three should be further developed to include baseline assessment for faculty, staff, and student recruitment and retention data. The number of strategies under Goal Two should be expanded. Collaborations mentioned include the College of Agriculture and Natural Resources, UT Chattanooga, and ORNL.
Development	First draft received Spring 2006. Revision requested, but not submitted.	The first draft needs improvement. The definition of diversity used is narrow, focusing on race. The plan did not address retention in Goal Two or the international objectives in Goal Four. The plan does not propose many new initiatives. Benchmarking needs work and the strategies need more detail. The plan does include excellent local initiatives working with the community with the UTK Black Alumni Association and the Alex Haley Scholarship Auction and Celebrity Golf Tournament. The Diversity Council would like to see collaborations across campus and can facilitate reviewing potential opportunities.

Enrollment Services	First draft received Spring 2006. Revision requested, but not submitted.	More detail is needed on benchmarking and tactics the unit will use to meet the diversity plan goals. The plan needs to address issues such as retention in Goal Two and the international component of Goal Four. Collaborations noted with Human Resources and the Student Success Center.
Extension/University Outreach and Continuing Education	First draft submitted Spring 2006. Chosen as a best practice plan for four goals. Revision received in December 2006 for the remaining two goals.	Goals One, Two, Three, and Five were commendable on the first draft. Benchmarks need to be reviewed so they are more results oriented, rather than process. Some tactics are missing benchmarks and/or dates. Innovative suggestions include a “diversity focus” topic in the monthly newsletter, using Extension publications to showcase diversity successes, including diversity in awards recognitions, developing minority internships, researching salary equity within the unit, reviewing personnel policies to identify gaps in meeting diverse needs, an audit regarding how minority students access Outreach and Continuing Education Services, promotions of courses/programs internationally, and creating a council to work with the Office of Disability Services. The revision incorporates Diversity Council recommendations. Collaborations possible with the UT Sponsored Programs Office, Human Resources, the Office of Institutional Research and Assessment, the Office of Disability Services, the Office of Equity and Diversity, the Office of Information Technology, and the Undergraduate Council.
Honors Program	First draft requested Fall 2006 and submitted December 2006.	Objectives and strategies need more detail. Benchmarks need to be more outcome-oriented, rather than process and should include gathering baseline data. Goal Two should include a retention plan. Collaboration cited with the Office of Equity and Diversity.
Howard Baker Jr. Center for Public Policy	First draft requested Fall 2006 and submitted December 2006.	Objectives and strategies need more detail. Benchmarks should be reviewed to ensure they measure outcomes, and do not simply show process. Goals Two, Three, Five, and Six were omitted. The Center should review whether these pertain, particularly Goal Two. The plan focuses on partnerships with the local community and internationally, including working with the Republic of Georgia and Azerbaijan to develop a long-term energy plan and working with the European Commission to foster public programs and research.

Information Technology	First draft received Spring 2006. Revision requested, but not submitted.	Departmental drafts were submitted, rather than an overall unit draft. Objectives, strategies, and benchmarks need further development. Some goals were omitted that should be addressed. The tactics need to further address diversity and connect back to the overall goal. A revision is requested for this unit, incorporating Diversity Council recommendations.
Library	First draft submitted Spring 2006. Chosen as a best practice plan for four goals. Revision received in December 2006 for the remaining two goals.	This plan had four commendable goals on the first draft. The plan showcases the effective, ongoing diversity initiatives at the University Libraries. Benchmarks are sound and the tactics are feasible and commendable. The plan touches all members of the campus community through programs such as the cultural enrichment discussion series, an annual library student workers recognition program, a Minority Librarian Residency Program, and the Culture Corner. Efforts underway also include a librarian exchange program with a Historically Black College or University, providing assistive technology for users with disabilities in the 24 hour Commons area, and providing work experiences for minority students as a way to build a pipeline for future library employment. Collaborations with SIS, Admissions, and the Office of Disability Services mentioned. The plan incorporates all Diversity Council recommendations from the first draft of their plan into this revision.
Office of Communications	First draft requested Fall 2006 and submitted December 2006.	This plan proposes sound and effective strategies and benchmarks. Goal Two needs to address tactics for recruitment and retention within the office, as well as including the campus wide tactics already provided. Some strategies/tactics need to provide more detail. Strategies include the promotion of student, faculty, and staff involvement in international and intercultural activities, collaborating with the Diversity Council to promote their presence on campus through various forms of media, the appointment of a Ready for the World coordinator within the office, and developing an institutional advertising plan for job recruitment. Collaborations cited include the Diversity Council, the Provost's Office, and Ready for the World.
Office of Equity and Diversity	First draft requested Fall 2006 and submitted December 2006.	Strategies include facilitating diversity dialogues and training across campus for faculty, staff and students, providing evidence of the need and encouraging the creation of a staff ombudsman, collaborating with Human Resources and the Exempt Staff Council to identify cross-training

		opportunities for employees, providing a search tutorial on the office website, and collaborating with several entities on campus to establish a routine welcoming process for new faculty and staff and informational brownbag sessions for University employees. Cited collaborations include Human Resources, the Office of the Chancellor, the Diversity Council, the Exempt Staff Council, the Office of Information Technology, the Library, the Black Cultural Center, the International House, academic departments, Student Affairs, Creative Services, the Commission for Blacks, and the Commission for Women.
Office of Research	First draft submitted Spring 2006. Revision received in December 2006.	The plan addresses two of the six goals, focusing on research compliance and open searches. Follow-up with Council recommendations from the first draft is still needed.
Student Affairs	First draft submitted Spring 2006. Chosen as a best practice plan for four goals. Revision received in December 2006 for the remaining two goals.	This plan had four commendable goals on the first draft. The plan includes all departments within the Division and demonstrates effective ways to support the campus, students, faculty and staff. The tactics are feasible and have effective benchmarking strategies. Efforts underway include assigning a staff person to track and assist Division diversity efforts, creating a Student Affairs Diversity Advisory Committee, creating a bias protocol, creating a departmental incentive for minority hires, developing an annual community relations report with community partners, and division wide diversity training. Collaborations are mentioned within the Division and among outside units such as Undergraduate Admissions and Enrollment Management. The plan incorporates all Diversity Council recommendations from the first draft of their plan into this revision.
Student Success Center	First draft requested Fall 2006 and submitted December 2006.	More detail is needed on some strategies. Benchmarks should include outcome measures and collecting baseline data. Goal Two needs a retention plan. This plan suggests strategies such as examining retention strategies for under-represented student populations, implementing an academic support program for the Pledge and Promise students, and including a diversity module in the First Year Studies curriculum. Collaborations cited with Graduate Programs, campus student organizations, Enrollment Services, Academic Affairs and Student Affairs.

<p>Thornton Athletics Student Life Center</p>	<p>First draft requested Fall 2006 and submitted December 2006.</p>	<p>Goal Two needs to focus more on staff recruitment and retention. Benchmarks should include gathering baseline data and assessment. Strategies include hosting cultural nights once per semester, advertising and recruiting efforts at a Historically Black College or University, fostering community partnerships for staff recruitment, and infusing diversity topics into the curriculum. Collaborations cited with Athletics, the International House, and fraternities and sororities.</p>
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