Diversity by Design: Strategies for Developing a Successful Diversity Action Plan

February 24, 2020

THE UNIVERSITY OF TENNESSEE KNOXVILLE
Introductions and Reflection Question

• Please introduce yourself (name, college/unit, and role), and answer the following question:
  • What is one thing that you would like to learn as a result of this session?
Agenda

• Introductions and purpose for attendance
• Strategies for determining “roadblocks”
• Process for writing SMART objectives
• Tips for defining key players and actions
• Strategies for determining metrics
• Strategies for establishing timelines
General Information About DAPs
History, Goals, Structure, Timeline
Diversity Action Plans: Goals

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

- **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).

- **Goal Three**: Attract, retain, and graduate increasing numbers of students from historically underrepresented populations and international students.
Diversity Action Plans: Goals

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

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

• **Goal Six:** Prepare graduate students to become teachers and researchers in a diverse world.
Diversity Action Plans: 2019-2020 Timeline

**Fall 2019**
- Initial Request (with guidance on structure)

**Late Spring**
- Plan submission
- Should indicate 3 year process

**Summer/Fall 2020**
- Individual meetings
- Semester updates
Diversity Action Plan: Content

• **Objectives**: Statements describing a desired and measurable outcome that is linked to a goal.

• **Actions**: Steps to meeting the objectives.

• **Metrics/Benchmarks**: Measures to indicate that one is successful in meeting the objectives.

• **Date**: Timeframe for meeting the objective.

• **Responsible Parties**: All individuals involved in the implementation process.
Basic Expectations/Strategies

• Understand that this is an iterative process.
• Get as many stakeholders involved as possible.
• Include both quantitative and qualitative data when deciding on metrics.
• Plan to make the DAP visible to stakeholders, and provide space for ongoing feedback.
• Use “8 Considerations” document as a guide.
Step 1: Identifying Your Roadblocks
What is a “Roadblock”?  

• Roadblocks are obstacles that may hinder the acceleration of diversity and inclusion.  
• Common Examples:  
  • culture: challenge of shifting the culture within your college.  
  • resistance from cultural groups.  
  • conflict regarding the direction and focus of proposed diversity efforts.  
  • having only a “small” number of faculty and administrators committed to promoting diversity and inclusion.  
  • lack of consistent understanding of the college’s definition of diversity among stakeholders.
Benefits to Identifying Roadblocks

- Roadblocks lead to opportunity!
- Identifying roadblocks allows us to rebuild and fix issues.
- Identifying roadblocks allows for flexibility.
  - You may identify other roadblocks along the way.
  - This is an iterative process. Not “one and done.”
- Identifying roadblocks allows for innovative and creative ideas.
Strategies for Identifying Roadblocks

• Find methods to include and encourage. You want to encourage as many stakeholders as possible.
  • Students love food!
  • Look at demographics.
  • Communicate.
  • Be strategic in your focus groups.
  • Research what other institutions are doing.
Exercise: What are your “Roadblocks”?

• In pairs, identify a current roadblock in your college and discuss how the Diversity Action Plan will serve as an opportunity to get past that roadblock.
  • You will have 5 minutes to discuss.
Step 2: Defining Your Destination and Your Experience

Writing SMART Objectives to Prepare You for Your Journey
Developing a Clear Destination

• An objective defines where you want to go, and the experience you will have when you get there.
• Good objectives are S.M.A.R.T.
  • Specific
  • Measurable
  • Achievable
  • Relevant
  • Time-framed
• Objectives must align with goals and take into consideration your stakeholders and resources.
Clear vs. Unclear/Poor Objectives

Unclear Objective

- Create an environment that is safe for all students and develop resources to equip faculty to be inclusive instructors.
- Develop a committee to address course content.

Clearer Objective

- Foster an inclusive learning environment by providing opportunities for stakeholder input and reflection.
- Increase student intercultural competencies through curricular and co-curricular learning opportunities.
Step 3: Define Key Players and Actions
Planning Your Journey

• Who is going with you?
  • Who are the important stakeholders that will help you reach the goals outlined in your mission statement?

• What is the itinerary?
  • Allow input from your stakeholder as to what would be the most effective route for your DAP.
    • Provide a vision to your stakeholders.
    • Be specific in what information you need to determine actions.
    • Look at what other institutions are doing.
Planning a Journey with the “Right” People

• Be strategic about how you use stakeholders.
  • Get input from as many stakeholders as you can.
  • Realize that not everyone will be on the same page.
• Balance!
  • Delegate key people to where they are strongest.
  • Find out where people fit in terms of the itinerary.
• Utilize diverse methods for soliciting feedback.
  • Recognize that all of your stakeholders are different.
  • Understand the dynamics in your department.
  • Figure out effective routes to pursuing the “best” DAP.
Step 4: Determine Your Mile Markers
Defining Your Metrics

- Metrics serve as “mile markers” that determine whether you have met your destination.
- Metrics should be both quantitative and qualitative in nature.
- Metrics should be easily attainable and relevant to the objectives.
- Remember that metrics serve as evidence of success.
  - Plan to share metrics and progress with stakeholders whenever possible.
- Be mindful of data that may identify people and potentially cause harm.
Types of Metrics

- Focus groups
- Surveys (measuring climate, level of engagement/satisfaction, etc.)
- Exit interviews
- Demographic data
- Hiring trends
- Quantitative measures (e.g., number of redesigned courses, number of participants in a workshop)
- Teaching observations
- Peer evaluations
## An Example

<table>
<thead>
<tr>
<th>Area</th>
<th>Objective</th>
<th>Actions</th>
<th>Metrics</th>
<th>Timeline</th>
<th>Responsible Parties</th>
</tr>
</thead>
</table>
| Climate | Develop a clear process for Deans and Vice Chancellors (VCs) to write and implement Diversity Action Plans (DAPs). | • Draft communications re: DAPS to Deans and VCs.  
• Create instructional documents and resources to guide Deans and VCs through process.  
• Develop feedback guide to support review team.  
• Appoint a review committee.  
• Establish a DAP committee to meet once a semester to support ongoing accountability, communication, and sharing of resources/ideas. | • # of DAPs completed by August 1st  
• Satisfactory feedback from various stakeholders about the process: (e.g., responsible parties, Faculty Advisory Board and DAP committee members)  
• Satisfactory feedback from training sessions. | Spring 2020 – Fall 2021 | Janelle Coleman, GRA, Deans/ VCs (appointment of DAP committee members). |
Step 5: Build in Timelines
Benefits to Providing Clear Time-Frames

- Helps with accountability.
- Helps with prioritizing.
- Helps you to be realistic.
- Helps you to self-reflect.
- Helps you to visualize growth and change over time.
Strategies for Establishing Timelines

- Consider your resources (e.g., personnel, funding, equipment).
- Prioritize needs and initiatives.
- Be flexible.
- Consider campus partnerships.
- Seek feedback from stakeholders in the college/VC unit.
After the DAP is Submitted, What Next?

Submit DAP to jcolema1@utk.edu by May 1st.

Meet with review committee and receive feedback.

Make edits to plan based on feedback by August 1st.

Participate in committee for ongoing support/accountability beginning in August.
Final Instructions

• Submit first completed draft of DAP to icolema1@utk.edu by May 1st.

• When sending your DAP, please include the name of the college/VC unit and the phrase “Diversity Action Plan” in the subject line of your email.

• Include in that email the names and contact information of the individuals that will serve as the representatives for your college/VC unit.
Questions?