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Task Force Recommendations 13 and 15

Commission for Blacks

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THE UNIVERSITY OF TENNESSEE
KNOXVILLE

March 12, 1990

M-E-M-O-R-A-N-D-U-M

TO: Dhyana Ziegler, Chair
Commission on Blacks

FROM: Eunice Shatz *ES*

SUBJECT: Task Force Recommendations 13 and 15



College of
Social Work

Office of
the Dean

RECOMMENDATION 13

The Task Force recommends that the chancellor move to universalize the valuable policy introduced by the provost of the university whereby performance with respect to affirmative action and equal opportunity objectives becomes one measure of the evaluation of deans and directors. The Task Force recommends that this policy be made applicable to all employees who have supervisory or administrative responsibility for other employees or for students.

FINDINGS

Special Assistant to the Chancellor Dr. Joseph Trahern has said that the university is in agreement with the recommendation and the chancellor's office assumed that it was being implemented. However, there appears to be considerable confusion in regard to implementation. Utilizing adherence to affirmative action goals and objectives in performance evaluations is uneven across the campus. While it is considered in the hiring process of deans and directors, it does not appear to be addressed uniformly in evaluations.

The issue has been addressed at a deans' meeting and will be placed on the agenda for a future meeting. There was general agreement that it is important to provide a campus climate that promotes affirmative action and equal opportunity and that the issue should be addressed beyond performance evaluation in relation to the number of black faculty/staff hires.

The Personnel Department reports that the staff exempt appraisal form for the annual review process has been revised. The new form calls for an evaluation of supervisors and/or administrators affirmative action efforts. The personnel procedures related to individual progress now read: "progress toward desegregation goals will be a factor in the review of supervisors and administrators. Any forms or written evaluation used in the performance forms or written evaluation used in the performance review shall include a

specific assessment of this factor." The new form was printed in January, 1990, and will be used as of that date.

RECOMMENDATIONS

The following recommendations were derived from discussions with individuals and the deans meeting of March 8, 1990.

1. Completion of a performance evaluation form is a necessary but insufficient means to assess affirmative action and equal opportunity activity. Data should be gathered on steps taken to ensure a climate that supports racial and cultural diversity and ensures retention.
2. Discussions about progress and successful measures in ensuring such a climate and achieving affirmative action and equal opportunity goals of retention as well as recruitment should be ongoing topics in chancellor's staff, deans, department chairs, and other supervisory personnel meetings.
3. In their long range planning, department heads and staff supervisors should develop ideas and programs that indicate the nature of their commitment to affirmative action and equal opportunity.
4. Special attention should be paid to feedback from black faculty and staff in evaluating programs and supervisory/administrative staff.

RECOMMENDATION 15

It is recommended that the university widely publicize procedures for filing complaints of racial discrimination in the Office of Affirmative Action.

FINDINGS

Procedures for filing complaints of racial discrimination in the Office of Affirmative Action were distributed in 1988-89 and 89-90. The plan was publicized in article form in the *Context* and has also been incorporated in training sessions conducted by the Office of Affirmative Action. In addition, a FIPSE grant has been secured to develop the project "Toward Opportunity and Retention" creating a series of videos to be used in conjunction with training sessions for both academic and non-academic personnel. Presentations of this project at national meetings have been very well received. Its authors, Dhyana Ziegler and Camelle Hazeur, were featured in an issue of the *Chronicle of Higher Education*.

Steps for the development of annual plans including more training and publicity are going forward as time and resources permit.

Activity in the Office of Affirmative Action indicates that complaints filed on the basis of race have varied from a total of four in 1987 to twelve in 1988 and one in 1989. The reduction in complaints may reflect a greater sensitivity to the issue of discrimination by race. Another possible reason for the decrease in complaints, however, may be attributed to the high turnover rates of faculty and staff. The majority of those terminating in the six month period July-December 1989 indicated employment elsewhere as their reason for leaving. This holds true in all EEO categories of employment.

RECOMMENDATIONS

1. Procedures for filing complaints of racial discrimination in the Office of Affirmative Action should continue to be widely publicized.
2. Discrimination takes place in a variety of forms which are often subtle and difficult to organize into formal complaints. Therefore, while formal procedures are extremely important to combat racial abuse, it is essential to devise ways to prevent discrimination from taking place. A variety of informal and formal mechanisms should create opportunities to enable ourselves not only to understand but also to enjoy racial as well as all forms of diversity as part of the rich tradition and purpose of institutions of higher education.

MEMORANDUM

TO: Members of the Black/Staff Subcommittee

FROM: Mike Fitzgerald *Mike*

DATE: April 6, 1990

SUBJECT: Subcommittee Findings Pertaining to Task Force
Recommendation 14

RECOMMENDATION 14

We propose that a budgetary pool should be set up for recruiting Blacks to the faculty and staff.

FINDINGS

In 1988 Chancellor Reese observed that the primary source of recruitment for black faculty and staff would be "regularly-budgeted vacant positions" occurring as the result of retirements, resignations, or reassignments, and refused to commit the administration to the creation of "extra" faculty slots "outside the normal budgetary process." Thus, no separate line item for black faculty and staff recruitment was established in the campus budget as per recommendation 14 of the Task Force. The Chancellor, however, did promise that, "within their established budgets," the Provost and Vice Chancellors Fisher Scheurer would "retain" funds for hiring "eminently well-qualified black faculty and staff."

Subsequently, it appears that the Provost and Chancellor provided funds on an ad hoc basis to facilitate the recruitment of black faculty. Vice Chancellor Hopkins, for example, notified deans by memorandum during the 1988-89 academic year that the provost's office would financially assist in the recruitment of black faculty—even if the campus unit did not have a vacant position; this became the basis last year for a "program" that came to be known under the unfortunate sobriquet "Hire-A-Black." Although there is no evidence that this announcement was intended to be surreptitious, the Provost's "program" was not officially announced or explained to the campus community at-large, engendering a degree of rumor, innuendo, confusion, misperception, misunderstanding and resentment. This academic year, the Chancellor's Office is reviewing on a case-by-case basis the requests of departments for extra funds to recruit black faculty in areas in which there is demonstrable departmental need, or for which regular national searches are being undertaken. All such recruitment must conform to the University Affirmative Action Plan and guidelines. No separate budgetary line has been established for black faculty recruitment; the funds will have to be obtained by shifting resources within the existing campus, college, and departmental budgets.

RECOMMENDATIONS

It is recommended that the Chancellor, in the near term, continue to support college and department recruitment of black faculty with extra funds on a case-by-case basis. Steps should be taken, however, to incorporate into future university budgets a new line-item called the "Faculty Recruitment Contingency Fund" to support those situations in which additional salary is required to successfully attract potential faculty whose recruitment directly affects affirmative action, desegregation, and national reputation goals. The state legislature should be asked for additional appropriations for this specific purpose.


Aside from the issue of a separate contingency fund, it is recommended that any and all policies regarding the funding of black recruitment be clearly communicated to the campus community at-

large. A proposed draft of the policy should be distributed widely and "public" comments solicited. After the public comment period, a formal announcement of the policy should be made and department heads should be directed to discuss the policy at faculty meetings.

It is recommended that each College establish a minority faculty recruiter to support departments in the identification of qualified minority candidates for visiting and tenure-track faculty positions. This recruiter should serve as a resource person for faculty search committees as they define, organize, and conduct searches for individual positions.

MEMORANDUM

TO: Eunice Shatz
Helen Mays
Michael Jackson
Handy Williamson

FROM: Mike Fitzgerald 

DATE: February 9, 1990

SUBJECT: Subcommittee Findings Pertaining to Task Force
Recommendations (20, 21, & 22)

RECOMMENDATION NUMBER 20

A. The Recommendation:

A formal program should be implemented to raise the awareness of all faculty and staff with respect to both the legal responsibility and moral obligation we share in the matter of harmonious race relations and non-biased treatment of all students and co-workers.

B. The Chancellor's May 1988 Response:

Training programs in race relations are discussed above, in numbers 2, 8, 9, and 10.

C. Fitzgerald's Preliminary Determination:

1. In 1988 the Chancellor promised that the Central Program Council, the Office of Minority Student Affairs, and the International House, working with the Office of Affirmative Action, will be charged with developing programs throughout the year to reflect the spirit of recommendation 2 (relating to the creation of structured, broad-based programs aimed at sensitizing all students to the despicability of racism.

We contacted the Central Program Council (CPC) on 9 February and asked what Academic Year 1989-90 programs were being offered that