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7-2-1999

## **E-mail: Five Year Plan**

Commission for Blacks

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To: rbenson1@utk.edu  
From: Marva Rudolph <mrudolp1@utk.edu>  
Subject: Five Year Plan  
Cc:  
Bcc:  
Attached:

Yes, Roberto, I finally have had a chance to read the proposed plan in its entirety and to look at your drafted comments. I sat in on two of the sub-committees that drafted the plan so I am familiar with most of the information but not all. My response to you is from the stand point of the negative nay sayer--it always helps me to put the the defensive argument of what I expect to hear to any suggestions made. So:

1. The plan provides goals and objectives but no plan of action.  
RESPONSE: Probably right in that the plan(s) of action are not final or as specific as they could be but once the plan is adopted the individual sub-committees created will address the issue of specific plans. What is there now are things that will part of the plans of action.

2. The issue of diversity should be more clearly indicated throughout the plan.  
RESPONSE: I agree in that the concept of diversity should be incorporated in as many places as possible throughout the plan. The goal is to stress an understanding that diversity is/should be a normal, on-going part of every aspect of the university to include: recruiting and retaining employees (faculty, staff, administrators); recruiting and retaining students (graduates and undergraduates--females and racial minorities--via financial and academic support programs); research interests; and community programs. The UNIVERSITY, in all its operations, should have diversity as an underlying programmatic feature of everything that is done.

GOAL 2.5--I think we want to buy into/use the Chancellor's concept that the University should be a school of choice for all persons. At this point, diversity (herein defined as African American faculty, staff, and students) is done because of an existing mandate. We want it to get beyond a mandated requirement. We want to recruit and retain students--a diverse student body--of graduate and undergraduate students. To do so, everything must operate in tandem. We can establish high goals and possibly reach them if: we recruit in places within and external to Tenn.; if we provide the type of financial support for minorities that we provide for all students recruited by UTK and if such packages are comparable to those provided by our competitive institutions; and if the support base is in place that helps the students progress through their programs. This also requires a "critical mass" of African American faculty, staff, and administrators that students can see and use.

The numerical goals are artificial ones established by Geier requirements. We want to be able to function as if Geier was not the impetus for change but a tool to help us get there. That is why then, I assume, we would want higher goals than those established as baseline by Geier.

Now their response to this is: (1) we can't reach the ones already established and they are lower than any CFB would propose; and (2) they are baseline--we are not prohibited from going higher.

Goal 2.6--not sure I understand the problem with 2.6 as worded here. Believe 2.5 was the one that indicated the separate/special interests for AA students--recruitment and retention. 2.6 takes, then into consideration, the campus as a whole.

GOAL 3.2.3--overall goal of 3.2=recruitment; 3.2.3 only identifies special efforts to recruit AA faculty.

Anyway, here are my comments.

Marva

Date: Fri, 2 Jul 1999 08:47:49 -0400  
Sender: rbenson <rbenson@utkux.utcc.utk.edu>  
From: rbenson <rbenson@utkux.utcc.utk.edu>  
To: Marva Rudolph <mrudolph@utkux.utcc.utk.edu>  
X-EXP32-SerialNo: 00002286  
Subject: CFB Commentary on UTK's Five-Year Plan  
X-Mailer: WebMail (Hydra) SMTP v3.51  
X-MIME-Autoconverted: from quoted-printable to 8bit by mailhost.cas.utk.edu id IAA01816

Marva,

Would like to get some feedback. I will stop-by after the my interview session at 10:00 a.m. Thanks

Roberto

**THE FIVE YEAR PLAN  
COMMENTS**

The Commission for Blacks (CFB) after reviewing the UTK's Five-Year Plan, would like to offer the following comments, primarily on the part of the plan that refers of diversity:

**GENERAL COMMENTS**

1. Goals and objectives are presented, but the plans for action are missing. The CFB would like to recommend the UTK's Five-Year Plan should be include detailed plans of action that will support the objectives.
2. The issue of diversity should be more clearly indicated throughout the plan.

**SPECIFIC COMMENTS**

1. As it regards to GOAL 2.5, if the basic idea is to increase African-American enrollment, the CFB is concern with the narrow geographic recruiting approach, i.e., recruit specifically in areas of Tennessee with significant African-American populations. CFB believes that recruiting efforts should be multi-prong and expand beyond the state line. A nation-wide recruitment effort should be launch with the aid of alumni association chapters.
2. The targets (per cent) described in Objectives 2.5.1 - 2.5.3 are low. CFB strongly recommend using a higher targets (per cent) than mandated by the courts. Achieving or approaching a lower target may provide a false sense of accomplishment.
3. Providing only additional financial support as described in Objective 2.5.4, most likely would be insufficient to achieve the target. CFB believes that a consorted effort should be made to provide both the financial support and diverse environment that will foster growth and academic success for the African-American students.
4. As it regards to GOAL 2.6, is concern with the lack of attention given to African-American students. CFB strongly recommend that specific objective and plan of action be formulated for the retention of African-American students.
5. Objective 3.2.3 addresses only the recruitment of African-American. CFB would like to recommend the addition of an objective and plan of action for the retention of African-American faculty.

