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Committee Review of the Long-Range Strategic Pan for Affirmative Action

Commission for Blacks

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COMMITTEE REVIEW OF THE LONG-RANGE STRATEGIC PLAN FOR AFFIRMATIVE ACTION

1. Be prepared to respond to comments 1-5. The commentary from the Executive Committee will go before the Senate on October 6.
2. Consider item 5.3 carefully. If you wish to do more than make this comment, be ready to offer specific changes to the strategic goals--additions, omission, specificity, etc. You will need to have wording changes ready. Perhaps you do not wish to make the comment at all.
3. One other goal has been suggested:

UTK should determine the feasibility and desirability of establishing self-funding child care facilities for employees and students. To the extent spaces in such a program are limited, they should be allotted in accordance with policies consistent with the affirmative action and non-discrimination goals of the university.

Should we suggest that this goal be added to the plan?

4. In the absence of an open hearing on this plan, I have invited several other people to join in our final deliberations including:
Stan Lusby, chair of the original task force
Dean William Byas, Dean of Special Student Services
John Morrow, chairperson, Commission for Blacks
Madge Phillips, chairperson, Commission for Women.
James Rosser, Undergraduate Academic Council

REVIEW OF THE
LONG-RANGE STRATEGIC PLAN
FOR AFFIRMATIVE ACTION

1. Recruitment of "older" and reentry students and the "New Day" program may be appropriate to the plans for continuing education or student body composition but are not important areas for affirmative action. In light of this belief, the following sections should be omitted:
 - page 9, paragraphs 3, 4, 5,
 - page 10, first full paragraph,
 - page 18, strategic goal II. A. 3.
2. Throughout the plan, quantitative information would be easier to comprehend if it were presented in tabular form and in a consistent manner:
 - on page 9, paragraph 2 the raw numbers have little meaning,
 - Table I (page 21) requires correction of titles and numerical errors.
3. Both the narrative section of this plan (pp.1-15) and the strategic goals for affirmative action (pp.16-20) suffer from a confusion between anti-discrimination action and affirmative action. We recommend that a clarification be made, and further, that affirmative action priorities be set. Statements such as those which follow should appear between the historical introduction and the strategic goals.
 - 3.1 In developing its goals with regard to equal educational and employment opportunity, UTK should clearly distinguish between its efforts to prevent present discrimination on the grounds of race, sex, religion, age, wealth, or other criteria irrelevant to the mission of a public institution of higher education and its affirmative effort to accord special treatment to classes of individuals in order to remedy the effects of past discrimination on the basis of race, sex, etc.
 - 3.2 AFFIRMATIVE ACTION PRIORITIES
 - 1) Highest priority shall be given to the recruitment and retention of highly qualified black faculty and students:
 - a. black undergraduate students until the proportion is equal to that of Tennessee secondary schools,
 - b. black graduate students until the proportion is equal to that of undergraduate enrollment at UTK,
 - c. black faculty until the proportion matches that of graduates in the field.
 - 2) Second priority shall be given to the recruitment and retention of highly qualified female faculty and students in units where females have been traditionally and significantly underrepresented and to the recruitment and retention of highly qualified male faculty and students in units where males have been traditionally and significantly underrepresented.
 - 3) Third priority shall be given to the recruitment and retention of highly qualified handicapped faculty and students particularly when the university provides special resources, such as the braille law materials in the UTK Law Library.

- 4) No affirmative action efforts should be undertaken to recruit or retain faculty or students based on age, religion, or other criteria which in and of themselves are irrelevant to the mission of a public institution. (We assume complete institutional commitment to equal opportunity; we recognize that other types of recruitment, such as that of older or reentry students, may well take place but should not be considered as affirmative action since redress of past discrimination is not a basis for such activity.)

3.3 ANTI-DISCRIMINATION

All efforts to present equal opportunities for employment and education and to prevent discrimination should be continued and fostered, such as the use of non-sexist language, communication of a willingness to hire handicapped individuals, advertisement of job vacancies, fair and non-threatening complaint procedures, etc.

4. FUNDING GOALS

- 4.1 UTK should specifically allocate a portion of its budget for the accomplishment of its affirmative action and anti-discrimination goals and should allocate such funds on the basis of the priorities established by the strategic plan for equal educational and employment opportunity and affirmative action.
- 4.2 UTK should specifically establish as a goal of the Tennessee Tomorrow Campaign and future funding campaigns the raising of funds to support its affirmative action and non-discrimination programs. Increasing the minority scholarship fund is an example of a direction for such fund-raising activities.
- 4.3 UTK should explore the desirability and feasibility of funding an expanded "Educational Assistance Program" like that presently conducted under a grant from the U.S. Office of Education.

5. COMMITMENT TO PRODUCT AS WELL AS PROCESS IN THE IMPLEMENTATION OF THE UTK AFFIRMATIVE ACTION PLAN AND THE LONG-RANGE STRATEGIC PLAN

- 5.1 The Administration should formulate policy statements for the application of affirmative action and anti-discrimination principles in University activities in addition to those of selection and recruitment of full-time employees.
- 5.2 The Administration should conduct a study to determine the reasons for the apparent lack of results of the UTK Affirmative Action Plan, which has been implemented since 1970, and then develop new goals based on the findings of the study.
- 5.3 The strategic goals of the long-range plan (pp.16-20) should be rewritten into action programs with an indication for each action program of the individual or office responsible, measurable objectives, time-frame, priority, cost and source of funding, or plan for a financial-impact study.