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

Objective(s)	Strategy/Tactics	Date	Responsible Party	Benchmarks
Increase opportunities for SIS graduate study abroad.	Provide students with a location on the SIS website that connects them with study abroad opportunities from other schools.	Dec-16	Technology Coordinator	Post online
Encourage student and faculty participation in community events.	Create a strategy for SIS communications to announce area events hosted by diverse communities.	Aug-16	Communication Specialist	Create a focused communication plan for announcements
	Highlight student and faculty participation in SIS communications such as the website and Interface newsletter.	On-going	Communication Specialist	Provide one story minimum per semester
	Identify and make available to faculty the list of opportunities for service learning experiences that focus on diversity issues.	Aug-16	Assistant to the Director	Creae a list with at least three opportunities for service per semester
	Encourage faculty to report back about these events to others during faculty meetings or via the listserv.	On-going	Director and faculty	Number of and type of events reported
Increase graduate student, staff, and faculty awareness of the value of community.	Encourage students, staff, and faculty to attend university and CCI meetings and workshops on these issues.	On-going	Director	Number of faculty who attend events and number of events attended
Ensure that SIS policies and procedures support and enrich an inclusive community.	Review SIS policies for match to UT diversity policies and for ability to support an inclusive community.	Annually	Director and faculty	Degree of match with exisiting policies and procedures annually
	Discuss topics and policies in faculty meetings.	On-going	Director	Add a diversity report prompt to the faculty meeting agenda. Include report in meeting minutes.
Increase faculty awareness of relevant issues and problems within the School and on	Encourage faculty to share diverse experiences with each other through brown bags.	On-going	Faculty - Brownbags	
Insure that graduate teaching associates and assistants are aware of diversity issues.	Host annual workshop for GTA on minority and ethnic issues.	Sep-16	Director	Workshop presentation
Ensure that SIS publications including the website are inclusive in content and appearance.	Publications review	On-going	Communications Specialist	Track content which represents diverse groups. Percentage of content that should include diverse groups as appropriate

Goal Two: Attract and retain greater numbers of individuals from under-represented populations into faculty, staff, and administrative positions.

Objectives	Strategy/Tactics	Date	Responsible Party	Benchmarks
Increase the number of lecturers from diverse backgrounds.	Seek diverse people for lectureship positions.	Dec-16	Director	List of lecturers includes at least 25% from diverse backgrounds

Create a continuing list of minority candidates for future faculty positions.	Develop a continuing list of qualified minority candidates for positions at different levels [assistant, associate, and full professor].	Continuing	Director	Number of candidates identified; number of candidates added each year.
	Create a system for identifying and tracking leading Ph.D. students from diverse backgrounds in top doctoral programs in the U.S. and perhaps abroad.	Fall 2018	Director	System in place, number of students identified, number of students contacted
Identify qualified candidates for potential staff vacancies from diverse backgrounds.	Work with existing staff from non-traditional backgrounds to identify possible future candidates for staff positions.	Continuing	Director	Number of qualified candidates identified

Goal Three: Attract, retain, and graduate increasing numbers of students from historically under-represented populations and international students.

Objectives	Strategy/Tactics	Date	Responsible Party	Benchmarks
Recruit and admit international students.	Recruit international students from areas not traditionally represented at SIS. [Subject to Homeland Security rules]	Continuing	Student Affairs Committee, Student Services Coordinator, Director, representative from	Number of contacts made. Number of applications. Number admitted and attending
	Partner with the university libraries, especially their internship programs, to assist in recruiting students from targeted background.	Aug-17	Associate Director and Student Services Coordinator	Number of prospects identified, recruiting trips taken, number of applications received, number of students admitted
Involve faculty more directly in recruiting efforts.	Host a recruiting training/workshop for faculty.	Oct-16	Director, Student Services Coordinator, and Student Affairs Committee;	Number of staff and faculty attending training/workshop (s)
Increase the number of paraprofessionals from diverse backgrounds attending SIS.	Partner with Memphis Public Library and Tennessee State University and parafprofessional association to provide opportunities for their staff to obtain MS degree via distance education	Spring 2017	Director	Number of partnerships formed, number of enrolled, number retained, number graduating
Enhance SIS visibility as a welcoming, innovative program.	Using our already diverse faculty and staff, present SIS as a place for historically under-represented and international students at professional organization meetings.	On-going	Communications Specialist	Percentage of increase in diverse groups represented in branding and marketing materials
Identify and develop relationships with local social equity agencies.	Maintain and further develop service learning collaborations with community-based social equity agencies.	Spring 2018	Director	Number and strength of collaborations

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

Objectives	Strategy/Tactics	Date	Responsible Party	Benchmarks

Identify and develop relationships with information oriented minority firms.	Partner with minority-owned businesses.	Fall 2017	Director	# of firms SIS has identified; number of firms with which partnership has been established

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

Objectives	Strategy/Tactics	Date	Responsible Party	Benchmarks
Prepare and share model content on diversity issues.	Prepare examples of assignments, syllabi, and course modules to demonstrate how to include multi-cultural issues within a course.	Fall 2016	Faculty - Brownbags	Number and effectiveness of examples; transferability of examples/models, how widely shared across platforms including

Goal Six: Prepare graduate students to become teachers and researchers in a diverse world.

Objectives	Strategy/Tactics	Date	Responsible Party	Benchmarks
Increase faculty participation in diversity education opportunities on and off campus.	Encourage and financially support faculty participation in workshops pertaining to diversity and curriculum issues.	As opportunities arise	Associate Director	Number of opportunities identified, number of workshops attended, number of faculty involved; feedback from faculty