











































UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
ADVANCE Program	Expand the use of STRIDE-style Faculty Recruitment Workshops (FRW)	We will offer 8 workshops to meet increased demand.	Complete		
ADVANCE Program	Expand the use of STRIDE-style Faculty Recruitment Workshops (FRW)	Update the FRW yearly to include new material, drawing from relevant research and evidence-based practices.	Complete		
ADVANCE Program	Expand the use of STRIDE-style Faculty Recruitment Workshops (FRW)	Continue to work with the health-related schools to adapt the standard FRW to fit aspects of hiring that are unique to some of the schools and colleges (e.g., one version currently underway could address how to avoid unconscious bias within the internal hiring practices that are more typical at the Medical School).	Complete		
ADVANCE Program	Expand the use of STRIDE-style Faculty Recruitment Workshops (FRW)	Develop a more systematic approach to ensuring that search committees receive "pool documents" that do not include information about the current faculty in the unit (which risks violation of privacy because of small numbers). It has been incorporated as part of our regular processes.	Complete		
ADVANCE Program	Increase follow-up after faculty recruitments	Improve tracking of search outcomes (who invited, who offered, who accepted) via closer data collection with search committees.	In Progress		Halfway Complete
ADVANCE Program	Increase follow-up after faculty recruitments	Collect post-interview feedback about search process from those who participated.	In Progress		Almost Complete
ADVANCE Program	Expand President's Postdoctoral Fellowship Program	Increase number of fellows.	Not Started		
ADVANCE Program	Expand President's Postdoctoral Fellowship Program	Increase professional development activities.	In Progress		Somewhat Complete
ADVANCE Program	Expand President's Postdoctoral Fellowship Program	Increase unit understandings of program by more direct interaction with chairs about how to use the program effectively.	Complete		
ADVANCE Program	Assess turndowns and offer withdrawals campuswide	ADVANCE conducted a study at the request of a few departments a few years ago, but the study should be repeated campuswide and should assess reasons people turn down positions, or withdraw from consideration after visiting campus.	Not Started		
ADVANCE Program	Expand the new Faculty Launch Program	Expand use of Launch Committees for new faculty campuswide. Continue expansion through 2021 as we learn about how best to handle different fields.	Complete		
ADVANCE Program	Expand the new Faculty Launch Program	Enhance collaboration of health sciences and Kinesiology schools in a modified version of Launch.	Complete		
ADVANCE Program	Expand the new Faculty Launch Program	Assess improvement in mentoring capacity beyond committees themselves (research staff will design an assessment tool that might help us understand how faculty who serve on launch committees develop mentoring capacity through that service).	In Progress		Just Started
ADVANCE Program	Increase support after departmental climate assessments	Offer post-assessment support to units including: Good practices document. This document builds on information we have learned from departments about what responses/activities are most helpful in bringing about positive climate change.	Complete		
ADVANCE Program	Increase support after departmental climate assessments	Offer post-assessment support to units including: Assess value of good practices document assessed from chairs.	Complete		
ADVANCE Program	Increase support after departmental climate assessments	Offer post-assessment support to units including: Consultation with ADVANCE leadership and/or outside experts for assistance after departmental climate assessments.	Complete		









UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
ADVANCE Program	Increase support after departmental climate assessments	Offer post-assessment support to units including: Small grants to support change efforts.	Not Started		
ADVANCE Program	Increase support after departmental climate assessments	Encourage units to prepare an Action Plan after climate assessments. It has been incorporated into our regular processes.	Complete		
ADVANCE Program	Expand use of ADVANCE allies, including members of advisory committees and faculty with interest in ADVANCE goals	Work to develop and rely on faculty allies, i.e. enhance allies' appreciation of what they can do and their self-conscious identification as allies, and use allies to improve flow of information (e.g., helping with information retrieval about searches, helping departments address what they learn from climate assessments). To do this, we will work to more fully engage our advisory boards, ad hoc groups, and attendees at the occasional FASTER (Friends and Allies of STRIDE Toward Equity in Recruiting) workshops.	Complete		
ADVANCE Program	Design additional interventions addressing climate issues and evaluation of faculty	We will initiate a new effort aimed at faculty climate via a new faculty committee. Members will be drawn from several schools and colleges. The committee will discuss a broad range of topics relevant to climate and evaluation, read relevant literature and consult with campus and external experts, and develop new ideas for interventions.	Complete		
ADVANCE Program	Design additional interventions addressing climate issues and evaluation of faculty	We will continue to take advantage of other opportunities to address climate, including LIFT workshops, a regular PCLP presentation, and our collaboration with the CRLT Players (e.g. Associate Director Cortina's work with the Players on sexual harassment).	Complete		
ADVANCE Program	Continue to support a positive climate among ADVANCE staff members	Continue regular meetings, celebrations, and opportunities for social and other interactions among all staff.	Complete		
ADVANCE Program	Continue to support a positive climate among ADVANCE staff members	Assess staff morale as appropriate.	Complete		
ADVANCE Program	Continue to support a positive climate among ADVANCE staff members	Continue offering opportunities for staff development.	Complete		
ADVANCE Program	Enhance family-friendly policies and supports for faculty campuswide	Develop a program to defray dependent-care costs associated with work-related travel; the programs currently offered are not viewed as adequate. ADVANCE can work with units to improve their programs and develop a template for an optimal program campuswide. It would be ideal for all schools and colleges, or the Provost's office, to administer such a program. ADVANCE could administer it if it were campuswide and fully developed.	In Progress		Somewhat Complete
ADVANCE Program	Enhance family-friendly policies and supports for faculty campuswide	Increase the availability of high-quality, accessible, affordable infant care. This has been an elusive goal. ADVANCE should propose a campuswide task force to study the issue, and should offer to provide a survey study of unmet need to date.	In Progress		Just Started
ADVANCE Program	Enhance family-friendly policies and supports for faculty campuswide	Develop a standard tuition assistance program for faculty.	Not Started		
ADVANCE Program	Enhance family-friendly policies and supports for faculty campuswide	Continue to improve dual-career support processes. ADVANCE is currently completing a survey study of the success and difficulties of dual-career support processes to date. We completed the study and will continue to monitor needs as part of our regular processes.	Complete		





















UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
ADVANCE Program	Continue to identify unmet faculty development needs	Identify needs unique to single parents, single faculty, etc. Continue to study via research what the unmet needs are (this is currently ongoing), and develop new programming to meet those needs.	Complete		
ADVANCE Program	Continue to identify unmet faculty development needs	We currently offer a coaching program for new full professors through CoE and LSA. We receive and address requests from others variously, but there is pressure for this program to be more transparent and more broadly available to faculty in the full professor rank, or who take on new leadership roles. This would require regularizing a budget line for this.	Complete		
ADVANCE Program	Continue to identify unmet faculty development needs	Identify needs unique to postdoctoral fellows and non-tenure-tracks. Currently ADVANCE only addresses needs of faculty, and mostly tenure-track faculty.	Complete		
ADVANCE Program	Continue to identify unmet faculty development needs	Identify needs unique to the book disciplines. We have provided assistance with writing groups (not successfully) and funding for writing-related expenses (very successfully) and workshops for publication (also successfully). We should examine whether there are other needs of faculty in book disciplines that we could meet.	Complete		
Academic Innovation	Create a customized follow-up climate survey to collect updated data and parse existing data more deeply	Review climate survey as a team and identify potential areas for follow-up.	Complete		
Academic Innovation	Create a customized follow-up climate survey to collect updated data and parse existing data more deeply	Determine with AI senior leadership whether or not we can/want to partner with the proprietary survey company to readminister the survey (Sound Rocket).	Complete		
Academic Innovation	Create a customized follow-up climate survey to collect updated data and parse existing data more deeply	Determine with AI senior leadership whether or not we should follow up on specific items that we identified in the previous survey as requiring further investigation.	Complete		
Academic Innovation	Hold monthly community-building efforts	Plan, publish, and execute monthly community-building events.	In Progress		Somewhat Complete
Academic Innovation	Hold monthly community-building efforts	Promote an equitable and inclusive community environment within AI by ensuring that teams have time to focus on professional development, team building, and retooling/cleaning.	In Progress		Just Started
Academic Innovation	All In! (AI REM Week)	Develop best practices for AI REM weeks so that we can continue to run and improve the program.	In Progress		Almost Complete
Academic Innovation	Create a framework to report inclusive/equitable climate issues at AI	Provide anonymous and named mechanisms for people to report issues they feel or observe.	In Progress		Almost Complete
Academic Innovation	Create a framework to report inclusive/equitable climate issues at AI	Evaluate and recommend improvements to accessibility of AI Office spaces.			
Academic Innovation	Make our workplace(s) wheelchair accessible	Evaluate and recommend improvements to accessibility of AI Office spaces.	Complete		
Academic Innovation	Mental Health Initiative	Raise staff awareness of mental health for the benefit of each staff member, the office as a whole, the students we serve, and our portfolio of products/services.	Complete		
Academic Innovation	Mental Health Initiative	Consider ways items in our portfolio do or could relate to mental health.	Complete		
Academic Innovation	Celebrations Group	Make AI a better place to work (even though it's already awesome) by celebrating various events and acknowledging performance in a semi-formal way.	Complete		














UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Academic Innovation	Include DEI principles when guiding faculty during course or project design (continued from Year Two). Evaluate how our current portfolio of MOOCs addresses DEI topics, brainstorm ideas on how to create additional MOOCs with topics related to DEI. Document when/where faculty are introduced to DEI principles in the MOOC process	Create a visual representation of who our learners are (from all over the world).	In Progress		Almost Complete
Academic Innovation	Include DEI principles when guiding faculty during course or project design (continued from Year Two). Evaluate how our current portfolio of MOOCs addresses DEI topics, brainstorm ideas on how to create additional MOOCs with topics related to DEI. Document when/where faculty are introduced to DEI principles in the MOOC process	Review personas in each course (aspirational and actual, how do they payout during the design process?).	In Progress		Somewhat Complete
Academic Innovation	Include DEI principles when guiding faculty during course or project design (continued from Year Two). Evaluate how our current portfolio of MOOCs addresses DEI topics, brainstorm ideas on how to create additional MOOCs with topics related to DEI. Document when/where faculty are introduced to DEI principles in the MOOC process	Add Teach-Outs — we have more agency in choosing topics.	Complete		
Academic Innovation	Include DEI principles when guiding faculty during course or project design (continued from Year Two). Evaluate how our current portfolio of MOOCs addresses DEI topics, brainstorm ideas on how to create additional MOOCs with topics related to DEI. Document when/where faculty are introduced to DEI principles in the MOOC process	Create an accessibility tag/disclaimer (be more transparent about which courses are accessible and which are not).	In Progress		Somewhat Complete
Academic Innovation	Include DEI principles when guiding faculty during course or project design (continued from Year Two). Evaluate how our current portfolio of MOOCs addresses DEI topics, brainstorm ideas on how to create additional MOOCs with topics related to DEI. Document when/where faculty are introduced to DEI principles in the MOOC process	Draft a guidance checklist for faculty.	Complete		
Academic Innovation	Include DEI principles when guiding faculty during course or project design (continued from Year Two). Evaluate how our current portfolio of MOOCs addresses DEI topics, brainstorm ideas on how to create additional MOOCs with topics related to DEI. Document when/where faculty are introduced to DEI principles in the MOOC process	Ask faculty to reflect on their final course versus what DEI goals were included in proposal.	Complete		
Academic Innovation	Include DEI principles when guiding faculty during course or project design (continued from Year Two). Evaluate how our current portfolio of MOOCs addresses DEI topics, brainstorm ideas on how to create additional MOOCs with topics related to DEI. Document when/where faculty are introduced to DEI principles in the MOOC process	Review courses for learner criticisms related to DEI.	Complete		
Academic Innovation	Include DEI principles when guiding faculty during course or project design (continued from Year Two). Evaluate how our current portfolio of MOOCs addresses DEI topics, brainstorm ideas on how to create additional MOOCs with topics related to DEI. Document when/where faculty are introduced to DEI principles in the MOOC process	Lead a team effort/workshop to review MOOCs according to rubric (i.e. topics addressed, diversity assessment examples).	In Progress		Somewhat Complete

















UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Academic Innovation	Include DEI principles when guiding faculty during course or project design (continued from Year Two). Evaluate how our current portfolio of MOOCs addresses DEI topics, brainstorm ideas on how to create additional MOOCs with topics related to DEI. Document when/where faculty are introduced to DEI principles in the MOOC process	Add MOOC survey question(s) about inclusion.	Not Started		
Academic Innovation	Be intentional about the communities we reach out to, including teachers and pre-college learners (continued from Year Two).	Add MOOC survey question(s) about inclusion.			
Academic Innovation	Be intentional about the communities we reach out to, including teachers and pre-college learners (continued from Year Two).	Review courses for learner criticisms related to DEI.			
Academic Innovation	Be intentional about the communities we reach out to, including teachers and pre-college learners (continued from Year Two).	Create a visual representation of who our learners are (from all over the world).			
Academic Innovation	Be intentional about the communities we reach out to, including teachers and pre-college learners (continued from Year Two).	Create a plan to intentionally reach out to defined communities.	Complete		
Academic Innovation	Be intentional about the communities we reach out to, including teachers and pre-college learners (continued from Year Two).	Identify a subset and prioritize efforts for measurable outcomes.	In Progress		Almost Complete
Academic Innovation	Be intentional about the communities we reach out to, including teachers and pre-college learners (continued from Year Two).	Create a mechanism for documenting all forms of communication and interaction we have with our defined communities.	In Progress		Halfway Complete
Academic Innovation	Be intentional about the communities we reach out to, including teachers and pre-college learners (continued from Year Two).	Brainstorm ideas/actions, develop measurable outcomes.	In Progress		Somewhat Complete
Academic Innovation	Improve Office of Academic Innovation inclusive recruitment practices (in consultation with the Office of the General Counsel) with specific attention to women in technical roles, people of color, and/or those with disabilities (continued from Year Two)	Continue to identify and implement additional recruitment practices.	In Progress		Somewhat Complete
Academic Innovation	Make our workplace(s) wheelchair accessible	Increase disability awareness and comfort among staff so we create welcoming environments in our office and events for people with different abilities or needs.	In Progress		Almost Complete
Academic Innovation	Showcase our staff members' professional and technical skills	Complete a "staff skill survey," including skills not related to work.	Not Started		
Academic Innovation	Showcase our staff members' professional and technical skills	Identify organizations for outreach (check for overlap with other DEI groups). Continue to explore existing opportunities.			
Academic Innovation	Showcase our staff members' professional and technical skills	Hold first event, partnering with an existing event, if possible.			
Academic Innovation	Showcase our staff members' professional and technical skills	Hold second event.			
Academic Innovation	Share AI's impact throughout Michigan	Identify what initiatives or projects are intentionally engaging the state of Michigan.	In Progress		Halfway Complete
Academic Innovation	Share AI's impact throughout Michigan	Develop a broader communications plan to demonstrate AI's impact throughout the state of Michigan.	In Progress		Halfway Complete
Academic Innovation	Share AI's impact throughout Michigan	Explore opportunities to engage with other institutions of higher education in Michigan.	In Progress		Just Started
Academic Innovation	Provide recommendations to supervisors to have more regular check-ins with staff on overall development, wellness, and growth	Research models for giving feedback and the benefits on receiving feedback. Investigate best practices for giving and receiving feedback.	Complete		
Academic Innovation	Provide recommendations to supervisors to have more regular check-ins with staff on overall development, wellness, and growth	Make recommendations for supervisors to provide feedback at regular intervals.	In Progress		Somewhat Complete
Academic Innovation	Provide recommendations to supervisors to have more regular check-ins with staff on overall development, wellness, and growth	Work toward creating a "culture of communication and openness" in service of AI's values.	In Progress		Just Started
















UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Academic Innovation	Add DEI process to onboarding and integrate DEI-related questions into exit interviews. Create mechanisms for acculturating new staff to AI while finding ways for new staff to join our diversity efforts	Ensure that new team members are informed of our DEI initiative, understand how AI is involved, current efforts in AI, and how they can personally get involved (by joining an existing team or creating a new one).	Complete		
Academic Innovation	Add DEI process to onboarding and integrate DEI-related questions into exit interviews. Create mechanisms for acculturating new staff to AI while finding ways for new staff to join our diversity efforts	Review the exit interview questions and determine how we would like to incorporate DEI questions into the process.	Complete		
Academic Innovation	Add DEI process to onboarding and integrate DEI-related questions into exit interviews. Create mechanisms for acculturating new staff to AI while finding ways for new staff to join our diversity efforts	Determine a process and cadence for gathering DEI data from the exit interviews and sharing findings with the team using a method that retains the anonymity of the former employee.	In Progress		Almost Complete
Academic Innovation	Design personalized professional development opportunities for AI staff responsive to individual goals and in alignment with AI DEI goals. Realize more continuity between professional development plans (continued from Year Two)	Brainstorm and implement professional development opportunities for staff (trainings, workshops, etc.).	Not Started		
Academic Innovation	Respond to "whole person" retention strategies finding ways to increase the flexibility and responsiveness of AI to staff differences and promotion structures (continued from Year Two)	Create job pathways and collect job descriptions for each job within AI so that staff know what their next career steps are to move up the path.	In Progress		Halfway Complete
Academic Innovation	Design personalized professional development opportunities for AI staff responsive to individual goals and in alignment with AI DEI goals. Realize more continuity between professional development plans (continued from Year Two)	Determine ways to share professional development resources within AI intranet.	Not Started		
Academic Innovation	Design personalized professional development opportunities for AI staff responsive to individual goals and in alignment with AI DEI goals. Realize more continuity between professional development plans (continued from Year Two)	Train supervisors on how to help their staff find and implement professional development.	Not Started		
Academic Innovation	Design personalized professional development opportunities for AI staff responsive to individual goals and in alignment with AI DEI goals. Realize more continuity between professional development plans (continued from Year Two)	Work with supervisors on ways to support and evaluate progress on professional development goals including career progression within and beyond AI.	Not Started		
Academic Innovation	Respond to "whole person" retention strategies finding ways to increase the flexibility and responsiveness of AI to staff differences and promotion structures (continued from Year Two)	Investigate promotion structures and ways for AI staff to remain in AI in different roles.	In Progress		Somewhat Complete
Academic Innovation	Respond to "whole person" retention strategies finding ways to increase the flexibility and responsiveness of AI to staff differences and promotion structures (continued from Year Two)	Explore ways to help build a network any or all AI staff may take advantage of for promotion and new positions (in or outside of U-M).	In Progress		Just Started
Academic Innovation	Respond to "whole person" retention strategies finding ways to increase the flexibility and responsiveness of AI to staff differences and promotion structures (continued from Year Two)	Examine work-life integration methods and practices that support wellness.	Not Started		
Academic Innovation	Respond to "whole person" retention strategies finding ways to increase the flexibility and responsiveness of AI to staff differences and promotion structures (continued from Year Two)	Use results from AI climate survey to determine interventions to improve climate, influencing retention.			
Academic Innovation	Respond to "whole person" retention strategies finding ways to increase the flexibility and responsiveness of AI to staff differences and promotion structures (continued from Year Two)	Determine ways to help AI staff build and stay connected to U-M (e.g. visiting other places on U-M campus).	In Progress		Almost Complete

UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Academic Innovation	Respond to "whole person" retention strategies finding ways to increase the flexibility and responsiveness of AI to staff differences and promotion structures (continued from Year Two)	Promote and fulfill flexible workplace practices responsive to the diversity of AI staff while not mitigating the quality and quantity of AI work.			
Academic Innovation	Raise awareness about current accessibility efforts and opportunities within AI initiatives. Report on progress that the Office of Academic Innovation (AI) has made in the areas of accessibility efforts and staff service (continued from Year Two)	Expand the focus of our accessibility work to include a wider range of projects at AI, such as online tools and applications.	In Progress		Almost Complete
Academic Innovation	Raise awareness about current accessibility efforts and opportunities within AI initiatives. Report on progress that the Office of Academic Innovation (AI) has made in the areas of accessibility efforts and staff service (continued from Year Two)	Expand our current approaches (e.g., Alt Text Writing Jams) to include more diverse participants (e.g., inviting residential students to participate) and more focused topic areas (e.g., data science).	In Progress		Halfway Complete
Academic Innovation	Raise awareness about current accessibility efforts and opportunities within AI initiatives. Report on progress that the Office of Academic Innovation (AI) has made in the areas of accessibility efforts and staff service (continued from Year Two)	Develop a new accessibility-focused workshop (e.g., making our social media posts accessible).	Complete		
Academic Innovation	Raise awareness about current accessibility efforts and opportunities within AI initiatives. Report on progress that the Office of Academic Innovation (AI) has made in the areas of accessibility efforts and staff service (continued from Year Two)	Share our accessibility efforts within AI and beyond using the AI blog and VP Comm communications channels.	In Progress		Halfway Complete
Academic Innovation	Create AI staff "office hours" so that students with ed tech ideas can engage with us more easily	Create an inclusive and engaging environment for our students by ensuring they receive substantial time with the FTEs who have dedicated resources to mentor and provide feedback to ed tech questions.	In Progress		Almost Complete
Academic Innovation	Create AI staff "office hours" so that students with ed tech ideas can engage with us more easily	Provide guidance to students who have technical ideas to improve the educational experience.	In Progress		Halfway Complete
Academic Innovation	Create AI staff "office hours" so that students with ed tech ideas can engage with us more easily	Encourage students to display their work during these sessions to receive professional feedback.	In Progress		Halfway Complete
Academic Innovation	Recognizing Service and Volunteer Work at AI	Clarify the current annual performance evaluation process and propose a solution for recognizing service in conjunction with formal annual reviews.	In Progress		Somewhat Complete
Academic Innovation	Recognizing Service and Volunteer Work at AI	Work with AI staff to define service/volunteer opportunities with AI, within the university, within the community.	In Progress		Somewhat Complete
Academic Innovation	Recognizing Service and Volunteer Work at AI	Lead activity at all-hands meeting to gather feedback on proposal.			
Academic Innovation	Recognizing Service and Volunteer Work at AI	Explore the possibility of including service as a component of the position description refresh.	Complete		
Academic Innovation	Increase the number of DEI-related proposals that are funded by the Academic Innovation Fund	Launch a call for proposals to increase awareness of the Academic Innovation Fund (AIF) as a source of funding for DEI related innovation work.	Complete		
Academic Innovation	Pilot a speaker series that will give the U-M community an opportunity to explore issues at the intersections of DEI, technology, and teaching and learning	Host at least two external speakers to see if there is interest in the U-M community for such a series.	Complete		
Academic Innovation	Pilot a speaker series that will give the U-M community an opportunity to explore issues at the intersections of DEI, technology, and teaching and learning	Identify possible topics for speakers in such a series.	Complete		
Athletics	Develop and incorporate DEI training into onboarding process for all new hires and offer at least one annual DEI training session for current employees	Engage organizations to identify resources to lead staff training (e.g., Culturally Competent Care in athletic training).	In Progress		Somewhat Complete

















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DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Athletics	Evaluate student-athlete recruiting and retention practices	Gather and analyze comparative demographic data (NCAA, Power 5, B1G): Assess areas of concern, e.g., identify underrepresented groups.	Complete		
Athletics	Evaluate student-athlete recruiting and retention practices	Gather and analyze comparative demographic data (NCAA, Power 5, B1G): Track numbers for non-resident alien/international students.	Complete		
Athletics	Evaluate student-athlete recruiting and retention practices	Gather and analyze comparative demographic data (NCAA, Power 5, B1G): Gain support from sport administration/leadership to engage coaches in dialogue about current recruiting practices (processes, retention efforts, cultural competency).	In Progress		Somewhat Complete
Athletics	Develop and incorporate DEI training into onboarding process for all new hires and offer at least one annual DEI training session for current employees	Set goal for number or percentage of employees to complete training.	Complete		
Athletics	Develop and incorporate DEI training into onboarding process for all new hires and offer at least one annual DEI training session for current employees	Educate all staff about university DEI, Athletics DEI committee, strategic plan, and objectives.	Complete		
Athletics	Develop and incorporate DEI training into onboarding process for all new hires and offer at least one annual DEI training session for current employees	Develop and implement uniform onboarding/training processes.	In Progress		
Athletics	Develop and incorporate DEI training into onboarding process for all new hires and offer at least one annual DEI training session for current employees	Incorporate training specific to tutors and academic staff.	Complete		
Athletics	Increase student-athlete and staff participation in DEI educational activities over the course of the academic year	Develop and implement a monthly menu of DEI opportunities created by MSW interns (Athletic Counseling Team and Leadership Development Team).	Not Started		
Athletics	Increase student-athlete and staff participation in DEI educational activities over the course of the academic year	Develop and implement communication outreach strategy by September 1, 2018.	Complete		
Athletics	Increase student-athlete and staff participation in DEI educational activities over the course of the academic year	Develop and implement an evaluation tool/mechanism by September 1, 2018.	Not Started		
Athletics	Encourage student-athlete and staff participation in university-wide MLK Day events and facilitate community building and reflection at an Athletic Department hosted/sponsored reception	Develop and implement communication outreach strategy by December 1, 2018.	Complete		
Athletics	Encourage student-athlete and staff participation in university-wide MLK Day events and facilitate community building and reflection at an Athletic Department hosted/sponsored reception	Distribute the MLK Symposium brochure to staff and students by January 1, 2019.	Not Started		
Athletics	Encourage student-athlete and staff participation in university-wide MLK Day events and facilitate community building and reflection at an Athletic Department hosted/sponsored reception	Develop and implement an evaluation tool/mechanism by January 1, 2019.	Not Started		
Athletics	Produce and distribute a UMAD DEI PSA video to the larger university community	Develop and implement communication outreach strategy to share video with community by September 1, 2018.			
Athletics	Encourage student-athlete and staff participation in university-wide MLK Day events and facilitate community building and reflection at an Athletic Department hosted/sponsored reception	Plan and execute an MLK day reception.	Complete		
Athletics	Produce and distribute a UMAD DEI PSA video to the larger university community	Meet with Ben Blevins by August 1, 2018.			
Athletics	Produce and distribute a UMAD DEI PSA video to the larger university community	Meet with SAAC and ISAC executive boards by September 1, 2018.			

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DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Athletics	Produce and distribute a UMAD DEI PSA video to the larger university community	Create a student-athlete led DEI video to share with community by October 1, 2018.			
Athletics	Produce and distribute a UMAD DEI PSA video to the larger university community	Develop and implement an evaluation tool/mechanism by October 1, 2018.			
Athletics	Expand knowledge of committee members and supervisors regarding DEI so they can promote it within their respective departments	Encourage DEI committee member involvement within subcommittees.	Complete		
Athletics	Expand knowledge of committee members and supervisors regarding DEI so they can promote it within their respective departments	Provide staff trainings and sessions to continue DEI education in the department.			
Athletics	Expand knowledge of committee members and supervisors regarding DEI so they can promote it within their respective departments	Create an opportunity for a staff gathering to learn about each other and socialize.	Complete		
Athletics	Offer cultural sensitivity awareness and conflict resolution training for those in supervisory roles and ensure that supervisors are held accountable for evaluating the climate within their own units and promoting DEI goals	Research effective evaluation tools.			
Athletics	Offer cultural sensitivity awareness and conflict resolution training for those in supervisory roles and ensure that supervisors are held accountable for evaluating the climate within their own units and promoting DEI goals	For Staff Members in EOY evaluation: "How have you contributed to creating a culturally inclusive environment?"			
Athletics	Offer cultural sensitivity awareness and conflict resolution training for those in supervisory roles and ensure that supervisors are held accountable for evaluating the climate within their own units and promoting DEI goals	Define "Supervisors" for Athletics.			
Athletics	Offer cultural sensitivity awareness and conflict resolution training for those in supervisory roles and ensure that supervisors are held accountable for evaluating the climate within their own units and promoting DEI goals	Identify potential trainers/facilitators.			
Athletics	Create opportunities for staff with similar interests and experiences to connect. Encourage staff to create their own groups based on shared interests	Create a series of groups/outings for staff to connect with each other.	Complete		
Athletics	Partner with Learning and Professional Development (LPD) and Faculty and Staff Assistance Program (FASAP) to identify useful programming for staff.	Work with HR to identify interesting/useful programming to bring to staff at UMAD.			
Athletics	Identify the areas within our facilities that are not ADA compliant and/or not inclusive spaces.	Tour all of the athletic facilities to determine what facilities are lacking in inclusive spaces (e.g., lactation room, gender-neutral bathrooms).	In Progress		Almost Complete
Athletics	Educate student-athletes/staff of the roles and responsibilities of the Sport Admins, Faculty Athletic Representative, and staff members who work with the teams. Work with Sport Admins to establish clear reporting lines for student-athlete issues.	Start a dialogue with Sport Admins to understand their major functions with the teams.	In Progress		Somewhat Complete
Athletics	Educate student-athletes/staff of the roles and responsibilities of the Sport Admins, Faculty Athletic Representative, and staff members who work with the teams. Work with Sport Admins to establish clear reporting lines for student-athlete issues.	Gain support from Sport Admins/Coaches to brainstorm possible student-athlete conflict resolution procedures.	In Progress		Just Started















UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Athletics	Ensure all of our digital platforms are accessible to everyone, including those with visual and hearing impairments.	Determine which components of our digital platforms are and are not compliant.	Complete		
Athletics	Ensure all of our digital platforms are accessible to everyone, including those with visual and hearing impairments.	Determine areas of improvement based on current regulatory guidelines.	Complete		
Athletics	Educate student-athletes/staff of the roles and responsibilities of the Sport Admins, Faculty Athletic Representative, and staff members who work with the teams. Work with Sport Admins to establish clear reporting lines for student-athlete issues.	Evaluate the methodology and effectiveness of the student-athlete exit interview process.	In Progress		Somewhat Complete
Athletics	Identify the areas within our facilities that are not ADA compliant and/or not inclusive spaces.	Review ADA transition plan to determine compliance. Meet with Executive Senior Associate AD to discuss outstanding issues and the plan for becoming compliant.	Complete		
Athletics	Identify the areas within our facilities that are not ADA compliant and/or not inclusive spaces.	Once areas are identified, review the areas for possible improvements/suggestions with a focus group that would be able to give specific feedback.	Complete		
Athletics	Implement inclusive customer service training for all staff members to equip them with tools to support fans and community members from diverse identities and backgrounds.	Determine how to create and/or incorporate a training program for all staff members.	In Progress		Somewhat Complete
Athletics	Implement inclusive customer service training for all staff members to equip them with tools to support fans and community members from diverse identities and backgrounds.	Work with the Associate AD of Operations and Event Management to determine how to effectively incorporate DEI training for event staff members.	In Progress		Halfway Complete
Athletics	Implement inclusive customer service training for all staff members to equip them with tools to support fans and community members from diverse identities and backgrounds.	Develop mechanism to gather feedback from fans in order to track/improve satisfaction.	Not Started		
Athletics	Implement inclusive customer service training for all staff members to equip them with tools to support fans and community members from diverse identities and backgrounds.	Create a "secret shopper" program to evaluate staff team member knowledge and training effectiveness in regard to DEI and inclusive spaces.	Not Started		
Athletics	Evaluate Athletic Department staff hiring and retention processes	Gather and analyze comparative demographic data (U-M, peer institutions): Assess areas of concern, e.g., identify underrepresented groups.	Complete		
Athletics	Evaluate Athletic Department staff hiring and retention processes	Review retention and turnover rates of UMAD staff	Complete		
Athletics	Evaluate Athletic Department staff hiring and retention processes	Evaluate and develop staff recruiting, hiring, onboarding, and training processes.	In Progress		Somewhat Complete
Athletics	Evaluate Athletic Department staff hiring and retention processes	Research and utilize various job boards and organizations with the intent of reaching a more diverse candidate pool.	Complete		
Athletics	Evaluate the number of underrepresented minorities in supervisory positions with the goal of increasing the percentages year over year	Assess number of underrepresented minorities in supervisory roles (standards/definitions).	Complete		
Athletics	Evaluate the number of underrepresented minorities in supervisory positions with the goal of increasing the percentages year over year	Gain understanding of administration's philosophy and process for promotions.	In Progress		Somewhat Complete
Athletics	Evaluate the number of underrepresented minorities in supervisory positions with the goal of increasing the percentages year over year	Discuss continuing education budget for UMAD staff with CFO.			
















UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Athletics	Evaluate the number of underrepresented minorities in supervisory positions with the goal of increasing the percentages year over year	Explore an evaluation process for all supervisors (Athletics standard) that includes their efforts AND processes for promoting professional development opportunities.			
Athletics	Evaluate the number of underrepresented minorities in supervisory positions with the goal of increasing the percentages year over year	Include DEI-related question in all staff performance evaluations.	Complete		
Business and Finance	Enhance career path development and advancement opportunities.	B&F will explore and implement strategies to support career/professional development for staff at all levels, drawing on tools such as the DEI Lifelong Learning and Leadership Expectation models developed by the Department of Organizational Learning to guide this work where possible.	Complete		
Business and Finance	Enhance career path development and advancement opportunities.	Select B&F divisions will address the need for succession planning in key positions beyond the top three levels of leadership.	Complete		
Business and Finance	Enhance career path development and advancement opportunities.	Cross-departmental action learning team to investigate on-the-job development opportunities for staff including exploring related best practices.	Complete		
Business and Finance	Enhance career path development and advancement opportunities.	Convene a cross-departmental action learning team to investigate options to provide staff with workspace flexibility, including but not limited to options such as work from home, flextime, and job sharing.	Complete		
Business and Finance	Cultivate an inclusive and diverse applicant pool and attract and maintain a diverse staff.	Develop recommended changes to the hiring and selection process that may better support B&F's commitment to a diverse workforce. Continue to develop an online Hiring & Selection training module that focuses on process and policy/law compliance and rollout the new in-person Unconscious Bias-Hiring & Selection course to hiring managers.	In Progress		Halfway Complete
Business and Finance	Cultivate an inclusive and diverse applicant pool and attract and maintain a diverse staff.	Based on analysis of current process used to identify and select apprentices, we will convene a working group to review findings and evaluate future opportunities regarding the apprentice program, relative to DEI.	Complete		
Business and Finance	Cultivate an inclusive and diverse applicant pool and attract and maintain a diverse staff.	In FY19, we will continue use of the Korn-Ferry tool to increase awareness and form behavior-based interview questions. Access to the tool will be expanded to additional hiring managers, along with a one-hour training.	In Progress		Almost Complete
Business and Finance	Build a more inclusive cross-functional community within B&F — via events, communication, and by establishing routinized mechanisms to solicit and respond to ongoing employee engagement.	Continue to refine and implement a comprehensive communications plan designed to promote an inclusive organizational culture, with a particular emphasis on highlighting efforts across the organization to create a line of sight for B&F staff that connects their roles to the university's mission impact; begin implementation of the plan.	Complete		
Business and Finance	Cultivate an inclusive and diverse applicant pool and attract and maintain a diverse staff.	Select B&F divisions will continue to develop new, or review existing, orientation and onboarding processes for new employees, looking for ways to make them more welcoming and inclusive.	Complete		
Business and Finance	Continue to build and track the cultural competency of B&F managers, supervisors, and staff.	Use climate survey and other data to develop a customized education and learning plan to address issues within the microclimates of the B&F divisions.	Complete		
Business and Finance	Continue to build and track the cultural competency of B&F managers, supervisors, and staff.	Continue to garner high-level themes of feedback supervisors/managers are providing related to the questions "In what ways have you supported your own or the development of your staff related to DEI?" and "What DEI-related activities have you found most effective?"	Complete		

















UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Business and Finance	Commit to improve the B&F culture related to diversity, equity and inclusion by building awareness of the university's commitment.	Include questions in our Employee Satisfaction Survey to gauge employee awareness of our commitment to DEI, and to track changes in awareness levels over time. Continue to implement plan to increase awareness of B&F's commitment to diversity, equity and inclusion through regular communications and by encouraging leaders to promote our commitment to DEI among their teams.	Complete		
Business and Finance	Commit to improve the B&F culture related to diversity, equity and inclusion by building awareness of the university's commitment.	Use findings from the Year Two assessment of B&F upper management, regarding their knowledge of the B&F DEI plan, to inform a targeted awareness-building strategy among leadership populations; conduct a follow-up assessment of B&F upper management to track progress.	Complete		
Business and Finance	Build a more inclusive cross-functional community within B&F — via events, communication, and by establishing routinized mechanisms to solicit and respond to ongoing employee engagement.	Implement at least one engagement mechanism in each unit within B&F (such as town halls, diversity cafes, etc.) to raise awareness of diversity, equity and inclusion issues.	Complete		
Business and Finance	Build a more inclusive cross-functional community within B&F — via events, communication, and by establishing routinized mechanisms to solicit and respond to ongoing employee engagement.	B&F senior leadership will continue to conduct team site visits, hold cross-departmental activities and otherwise take steps to get to know staff and the work they do, promote an organizational culture and give staff access to leadership.	Complete		
Business and Finance	Create and maintain robust accountability and self-assessment systems and techniques for conflict identification and resolution (including discrimination, bias, harassment, inequity).	Conduct an assessment of staff awareness of the current policies and mechanisms available to report, investigate and resolve conflicts relating to identity harassment, bias, discrimination, bullying. Develop a targeted awareness-building plan (as needed) based on the assessment findings.	Complete		
Bentley Historical Library	Progress toward achieving a more diverse staff.	Establish inclusive hiring policies after review by University of Michigan Office of General Counsel.	In Progress		Somewhat Complete
Bentley Historical Library	Progress toward achieving a more diverse team of student employees.	Establish inclusive hiring policies after review by University of Michigan Office of General Counsel.	In Progress		Somewhat Complete
Bentley Historical Library	Enhanced communication between staff student employees, volunteers, and Bentley leadership including director, associate director, two assistant directors, and business administrator.	Continue open office hours held by leadership on weekly basis.	Complete		
Bentley Historical Library	Enhanced communication between staff student employees, volunteers, and Bentley leadership including director, associate director, two assistant directors, and business administrator.	Continue open discussion time during staff meetings.	Complete		
Bentley Historical Library	Enhanced communication between staff student employees, volunteers, and Bentley leadership including director, associate director, two assistant directors, and business administrator.	Continue social half-hour after staff meetings.	Complete		
Bentley Historical Library	Activating of leadership principles by director, associate director, and two assistant directors.	Ongoing communication to staff of leadership principles.	Complete		
Bentley Historical Library	Activating of leadership principles by director, associate director, and two assistant directors.	Ongoing communication to staff of strategies for conflict resolution.	In Progress		Almost Complete
Bentley Historical Library	Enhancing of career advancement strategies and skills for early career project archivists who hold two-year appointments at the Bentley Historical Library.	Inclusion of project archivists in planning for national symposium on Teaching Undergraduates with Archives.	Complete		
Bentley Historical Library	Enhance the undergraduate learning experience in the archives.	Continuation of an Mcubed Project entitled "Engaging the Archives: Researching Best Practices for Student Success in the Archives."	Complete		

















UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Bentley Historical Library	Enhancing of career advancement strategies and skills for early career project archivists who hold two-year appointments at the Bentley Historical Library.	Leadership advising of project archivists, including on the development of a program to organize.	Complete		
Bentley Historical Library	Enhancing of career advancement strategies and skills for early career project archivists who hold two-year appointments at the Bentley Historical Library.	Host a meeting for all staff with a visiting leader in the archival profession.	Complete		
Bentley Historical Library	Enhance the undergraduate learning experience in the archives.	Continuation of Third Century Initiative: Engaging the Archives.	Complete		
Bentley Historical Library	Enhance the undergraduate learning experience in the archives.	Additional research to be conducted by a Bentley Historical Library Fellow in the Research Experience for Master's Students program organized by U-M School of Information.	Complete		
Bentley Historical Library	Enhance the undergraduate learning experience in the archives.	November 2018, organizing and hosting national symposium on Teaching Undergraduates with Archives.	Complete		
Bentley Historical Library	Enhance access through uncovering hidden collections.	Systematic review of Bentley catalog records and archival finding aids, with additional description added where content relating to diversity, equity and inclusion is uncovered.	In Progress		Somewhat Complete
Bentley Historical Library	Enhance access through uncovering hidden collections.	Archivists to continue a survey of existing finding aids and catalog descriptions by adapting methodologies deployed at Yale's Manuscripts and Archives.	In Progress		Somewhat Complete
Bentley Historical Library	Enhance overall visual cues of signage, displays, arrangement of furnishings to promote a sense of equity and inclusion at the Bentley for all visitors and employees.	Bentley administrative committee to survey all staff student employees, and volunteers for ideas on redesigning front meeting room (seminar room) and hallway.	In Progress		Halfway Complete
Bentley Historical Library	Sustain the success of the University of Michigan Bicentennial in 2017.	Ongoing support to university units preparing their histories, support to all programs and courses.	In Progress		Halfway Complete
Bentley Historical Library	Enhance internal staff dynamics as they pertain to promoting an equitable and inclusive staff climate.	Administrative review in summer 2018, report to staff in fall 2018, and implementation as of fall 2018 of findings from four internal committees focusing on compensation equity social life of staff Project Archivist Program, and communication.	Complete		
Bentley Historical Library	Enhanced onsite accessibility for the benefit of staff student employees, volunteers, and all visitors to the Bentley.	Bentley disability awareness committee to continue to confer with Office of Services for Students with Disabilities on communications and services.	In Progress		Just Started
Bentley Historical Library	Enhance records management and archival administration of the university's essential, historical records in order both to enable and enrich historical research by scholars, students, and the general public and to ensure access to the university's history of commitments and decision making for current and future administrators.	Continue to develop program to operationalize records management program administered by the Bentley Historical Library.	In Progress		Just Started
Bentley Historical Library	Sustain the success of the University of Michigan Bicentennial in 2017.	Public launch of access to digitized records of the Department of Afroamerican and African Studies and the archival collection of U-M President James B. Angell.	In Progress		Halfway Complete
Bentley Historical Library	Sustain the success of the University of Michigan Bicentennial in 2017.	Continuation of Bentley initiative to document the history of the African American student experience at the University of Michigan.	In Progress		Halfway Complete
Center for the Education of Women	CEW+ will be responsive to the needs of nontraditional students.	Share nontraditional markers with unit leaders based on qualitative and quantitative data.	Complete		















UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Center for the Education of Women	CEW+ will be responsive to the needs of nontraditional students.	CEW+ will continue to work with Registrar, Enrollment Management, Division of Student Life, and other units on campus to define a model for monitoring student success metrics of nontraditional students.	Complete		
Center for the Education of Women	CEW+ will develop an assessment model for understanding the impact of financial support in student success and sense of belonging.	The model defined in Action Item 2 will be tested with CEW+ student constituents, including: CEW+ counseling participants, CEW+ Critical Difference Grant recipients, CEW+ scholarship recipients, CEW+ Scholar Community participants.	In Progress		Just Started
Center for the Education of Women	To effectively target and reach nontraditional students with CEW+'s financial resources in the form of scholarships, fellowships, research grants, and critical difference grants.	Develop assessment model for understanding the impact of financial support on student success and sense of belonging.	In Progress		Halfway Complete
Center for the Education of Women	CEW+ will contribute to the retention and graduation rates of nontraditional students by working with key partners to remove barriers that lead to attrition (e.g. adding classes at times that are accessible to nontraditional students).	CEW+ will identify challenges that nontraditional students face and work with university leadership to implement changes to improve student success.	In Progress		Halfway Complete
Center for the Education of Women	CEW+ will contribute to the retention and graduation rates of nontraditional students by working with key partners to remove barriers that lead to attrition (e.g. adding classes at times that are accessible to nontraditional students).	CEW+ will continue to lead the Council for Nontraditional Students (COUNTS) in order to facilitate collaborations and resource sharing among non-academic unit leads and faculty who support nontraditional students in and out of the classroom. Nontraditional students will be included in the Council.	Complete		
Center for the Education of Women	CEW+ will work with partners across U-M to increase access to data about nontraditional students and their success at U-M, including creating a data model that can be used across units.	CEW+ will work with university leadership to collect needed data on nontraditional students (e.g., caregiver status).	Complete		
Center for the Education of Women	Promote career development for women of color faculty.	Continue to implement Write-Ins and Writing Retreats for WOCAP members.	Complete		
Center for the Education of Women	Promote career development for women of color faculty.	Continue to disseminate information about resources (e.g. career development programs, funding opportunities) to WOCAP members and other faculty who could benefit from the resources.	Complete		
Center for the Education of Women	Promote career development for women of color faculty.	Continue to implement leadership development initiatives for WOCAP members.	Not Started		
Center for the Education of Women	Promote career development for women of color faculty.	Continue to organize Community Conversations for WOCAP members on various topics of interest.	In Progress		Almost Complete
Center for the Education of Women	Promote career development for women of color faculty.	Establish mentoring program for/among WOCAP members.	In Progress		Just Started
Center for the Education of Women	Build community among women of color faculty.	Continue to host community conversations on various topics of interest for WOCAP members.	In Progress		Almost Complete
Center for the Education of Women	Build community among women of color faculty.	Continue to organize fall welcome dinner for WOCAP members to promote networking and informal connections.	Complete		
Center for the Education of Women	Build community among women of color faculty.	Continue to organize spring end-of-year celebration dinner to recognize WOCAP member's yearlong accomplishments.	Complete		
Center for the Education of Women	Increase usage of CEW+ services by staff members, including programs, counseling and WCTF membership.	CEW+ will continue to collaborate with UHR to develop and pilot an online mini-course that includes information about the emerging needs of nontraditional students.	In Progress		Somewhat Complete
Center for the Education of Women	Build community among women of color faculty.	Host faculty promotion reception to recognize WOCAP scholars who were promoted and tenured.	Not Started		

















UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Center for the Education of Women	Build community among women of color faculty.	Organize groups around specific interests and issues of relevance to WOCAP members.	Not Started		
Center for the Education of Women	Build community among women of color faculty.	Use various social/electronic media to promote networking and connection among WOCAP members.	Not Started		
Center for the Education of Women	Increase usage of CEW+ services by staff members, including programs, counseling and WCTF membership.	Establish a communication system to inform WCTF members of internal and external career development opportunities.	Complete		
Center for the Education of Women	Increase usage of CEW+ services by staff members, including programs, counseling and WCTF membership.	New members will be recruited during general sessions at the WCTF conference and at staff outreach activities.	Complete		
Center for the Education of Women	Increase usage of CEW+ services by staff members, including programs, counseling and WCTF membership.	Update CEW+ website as needed to include professional development opportunities for staff including women of color staff.	Not Started		
Center for the Education of Women	WCTF will support the professional development of underrepresented staff in particular women of color, at U-M by providing career planning events and networking opportunities.	WCTF, in consultation with Organizational learning will create opportunities for WCTF members and other staff to work on their individual development plans by piloting writing sessions during the year as part of the regular meeting schedule.	In Progress		Just Started
Center for the Education of Women	WCTF will support the professional development of underrepresented staff in particular women of color, at U-M by providing career planning events and networking opportunities.	Annually, a calendar will be distributed to WCTF members including all networking and professional development events.	Complete		
Center for the Education of Women	WCTF will support the professional development of underrepresented staff in particular women of color, at U-M by providing career planning events and networking opportunities.	WCTF Facebook page will include upcoming career planning and networking events.	Complete		
Center for the Education of Women	WCTF will support the professional development of underrepresented staff in particular women of color, at U-M by providing career planning events and networking opportunities.	Events will be publicized at least two times before an event, ideally one week and two days before the event.	Complete		
Center for the Education of Women	CEW+ will increase attendance and quality of its leadership trainings offered to staff by partnering with University Human Resources (UHR), Michigan Medicine Human Resources, WCTF, and TIAA Financial Services.	Schedule a meeting with training leads from UHR and UMHS-HR to determine what types of program we could co-sponsor over the next year.	In Progress		Almost Complete
Center for the Education of Women	CEW+ will increase attendance and quality of its leadership trainings offered to staff by partnering with University Human Resources (UHR), Michigan Medicine Human Resources, WCTF, and TIAA Financial Services.	Work with TIAA Financial Services to identify speakers for the 2019 WCTF Conference.	Complete		
Center for the Education of Women	CEW+ will increase attendance and quality of its leadership trainings offered to staff by partnering with University Human Resources (UHR), Michigan Medicine Human Resources, WCTF, and TIAA Financial Services.	Meet with senior leaders from WCTF; Association of Black Professional Faculty, Administrators and Staff (ABPFAS); and Professional Latinos at University of Michigan Alliance (PLUMA) to plan a joint leadership development offering for members.	Complete		
Center for the Education of Women	Increase the diversity of WCTF membership by intersections/identity and job classification type.	Outreach to U-M staff groups such as PLUMA and ABPFAS.	Complete		
Center for the Education of Women	Increase the diversity of WCTF membership by intersections/identity and job classification type.	Encourage WCTF members to recruit additional members to join the group.	Complete		
Center for the Education of Women	Support WOC staff in the service/maintenance job family whose goal is to advance their careers through educational attainment and/or professional development.	Incorporate technology (BlueJeans Video-conferencing) to increase participation in the WCTF membership meetings.	Not Started		
Center for the Education of Women	Increase the diversity of WCTF membership by intersections/identity and job classification type.	Recruitment for new members at the Women of Color Task Force annual conference.	Complete		

















UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Center for the Education of Women	To contribute to U-M's current understanding of the nontraditional student experience across campus and emerging needs of nontraditional students over time.	Roll out COUNTS Toolkit to U-M community	In Progress		Almost Complete
Center for the Education of Women	To contribute to U-M's current understanding of the nontraditional student experience across campus and emerging needs of nontraditional students over time.	Continue to meet with key stakeholders across campus who are interested in supporting and advancing nontraditional student populations.	Complete		
Center for the Education of Women	To contribute to U-M's current understanding of the nontraditional student experience across campus and emerging needs of nontraditional students over time.	Develop a data model that incorporates qualitative and quantitative data that can be replicated by units.	In Progress		Almost Complete
Center for the Education of Women	Establish a process for CEW+ to serve as a resource to units that are planning faculty and staff trainings and are seeking to address the issues and concerns around the career advancement of WOC staff and faculty.	WOCAP and WCTF will collaborate to offer joint professional development sessions for staff and faculty including writing groups and leadership trainings (U-M Organizational Structure, Negotiation, and Managing Departmental Budgets)	Not Started		
Center for the Education of Women	Establish a process for CEW+ to serve as a resource to units that are planning faculty and staff trainings and are seeking to address the issues and concerns around the career advancement of WOC staff and faculty.	Update the CEW+ webpage to include the presenter list.	In Progress		Somewhat Complete
Center for the Education of Women	Establish a process for CEW+ to serve as a resource to units that are planning faculty and staff trainings and are seeking to address the issues and concerns around the career advancement of WOC staff and faculty.	Promote list to key stakeholders across campus who are seeking to address the issues and concerns around the career advancement of WOC staff and faculty.	In Progress		Somewhat Complete
Center for the Education of Women	CEW+ will review and strengthen its process for conflict resolution, as this is a vital strategy as we all engage deeper with issues of diversity, equity and inclusion.	Current processes (e.g., 1:1 dialogue, HR consult, and mediation) will be reviewed annually for compliance with U-M policies.	Complete		
Center for the Education of Women	Support WOC staff in the service/maintenance job family whose goal is to advance their careers through educational attainment and/or professional development.	CEW+, in collaboration with WCTF, will conduct focus groups of those in the service/maintenance job family who have an interest in issues relating to WOC staff to ascertain ways to enhance career development support and identify barriers to upward mobility.	In Progress		Just Started
Center for the Education of Women	CEW+ will continue to employ a diverse group of staff members to serve its constituency. CEW+ staff will be trained and equipped with the tools and knowledge to serve its diverse constituency of students, faculty, and staff.	New hires in 2018-19 will be screened for core competencies in serving the needs of faculty, staff and nontraditional students.	Complete		
Center for the Education of Women	CEW+ will continue to employ a diverse group of staff members to serve its constituency. CEW+ staff will be trained and equipped with the tools and knowledge to serve its diverse constituency of students, faculty, and staff.	Current staff will receive ongoing, appropriate training to enhance understanding of and sensitivity to nontraditional student experiences.	Complete		
Center for the Education of Women	CEW+ will review and strengthen its process for conflict resolution, as this is a vital strategy as we all engage deeper with issues of diversity, equity and inclusion.	Policy will be revised, as needed, in consultation with CEW+ staff and General Counsel's office, to align with U-M policies.	Complete		
Center for the Education of Women	CEW+ will review and strengthen its process for conflict resolution, as this is a vital strategy as we all engage deeper with issues of diversity, equity and inclusion.	Staff will have access to training/professional development opportunities to deepen their conflict resolution skills.	Complete		
Center for the Education of Women	CEW+ will diversify the CEW+ donor base.	Create a corporate engagement pilot to recruit broadly diverse, midcareer executives to support CEW+'s fundraising efforts.	In Progress		Halfway Complete
Center for the Education of Women	Improve and increase the sense of belonging and community for nontraditional students at U-M.	Create physical and virtual spaces for nontraditional students to connect.	Complete		

UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Center for the Education of Women	Improve and increase the sense of belonging and community for nontraditional students at U-M.	Continue to develop programs relevant to and that meet the needs of nontraditional students.	Complete		
Center for the Education of Women	Improve and increase the sense of belonging and community for nontraditional students at U-M.	Continue to educate faculty/staff on issues faced by nontraditional students, including collaboration with other units to provide training for working with this student constituency.	Complete		
Center for the Education of Women	Improve and increase the sense of belonging and community for nontraditional students at U-M.	Assure representation of nontraditional students at student orientation programs.	Not Started		
Center for the Education of Women	Improve and increase the sense of belonging and community for nontraditional students at U-M.	Continuation of nontraditional student advisory board.	Complete		
Center for the Education of Women	Raise the visibility and recognition of women of color scholars.	Implement faculty awards (in addition to Shirley Verrett and Rhetaugh Dumas Awards) and events for those who support issues affecting women of color in various disciplines.	Complete		
Center for the Education of Women	Raise the visibility and recognition of women of color scholars.	Host faculty promotion reception to recognize WOCAP faculty members who are promoted and tenured.	Not Started		
Center for the Education of Women	Raise the visibility and recognition of women of color scholars.	Continue to organize events to celebrate the accomplishments of WOCAP members.	Complete		
Center for the Education of Women	Increase the presence of women of color faculty in leadership positions on campus.	Strengthen linkages to senior leaders by identifying and suggesting names of WOCAP members who are potential aspiring leaders.	In Progress		Somewhat Complete
Center for the Education of Women	Raise the visibility and recognition of women of color scholars.	Highlight accomplishments of WOCAP members through various media and communication channels, including social media, CEW+ website, and WOCAP newsletter.	In Progress		Somewhat Complete
Center for the Education of Women	Increase the presence of women of color faculty in leadership positions on campus.	Document the number of women of color faculty and WOCAP members who have advanced to leadership positions.	In Progress		Just Started
Center for the Education of Women	Increase the presence of women of color faculty in leadership positions on campus.	Organize leadership development programs specifically for WOCAP members (in collaboration with NCID and other units) and a space for ongoing discussions about women of color faculty advancing into leadership roles.	In Progress		Somewhat Complete
Center for the Education of Women	Increase the presence of women of color faculty in leadership positions on campus.	Meet with senior leaders annually (President, Provost, Vice Provost, and Deans) to be kept abreast of updates on current initiatives underway to improve campus climate and to offer our assistance of WOCAP members in these efforts.	Not Started		
Center for the Education of Women	Advocate for institutional change on behalf of faculty women of color.	Identify potential collaborators in and out of University community, including strengthening partnerships with Faculty of Color Network, ADVANCE, IRWG and Academic Women's Caucus, to examine needs of women of color.	In Progress		Almost Complete
Center for the Education of Women	Advocate for institutional change on behalf of faculty women of color.	Participate as a campus resource in faculty hiring processes as appropriate.	Not Started		
Center for the Education of Women	Advocate for institutional change on behalf of faculty women of color.	(Re)examine data collected from faculty to understand status of women of color: as compared to white women and men of all races/ethnicities and change over time.	Complete		
Center for the Education of Women	Advocate for institutional change on behalf of faculty women of color.	Meet with senior leadership (e.g., Chief Diversity Officer, Provost, President) to get updates about what they have done to improve campus climate, including as experienced by women of color faculty.	In Progress		Somewhat Complete
















UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Center for the Education of Women	Support the efforts of UHR Diversity Recruiter to increase the number of WOC in U-M job applicant pools.	Continue to work with the UHR Diversity Recruiter to announce and post job openings on the WCTF website and for inclusion in the WCTF newsletter.	Complete		
Center for the Education of Women	Support the efforts of UHR Diversity Recruiter to increase the number of WOC in U-M job applicant pools.	Revise WCTF webpage on new CEW+ website to include a link to U-M job postings.	Not Started		
Center for the Education of Women	Expand staff networking opportunities by partnering with ABPFAS, PLUMA, and other staff groups.	Plan an annual summer networking in collaboration with Coalition members	Not Started		
Center for the Education of Women	Create a new, mobile-friendly CEW+ website that includes more information pertinent to WOC staff and how to obtain professional development support at U-M.	CEW+ will redesign website for usability and accessibility across platforms and devices.	Complete		
Center for the Education of Women	Students will continue to utilize our career and educational counseling and services to increase their likelihood of success at U-M.	Develop and distribute outcomes survey for students who have participated in counseling services.	Not Started		
Center for the Education of Women	Students will continue to utilize our career and educational counseling and services to increase their likelihood of success at U-M.	Review and revision of services based on outcomes survey and emerging needs of nontraditional students.	In Progress		Somewhat Complete
Center for the Education of Women	Create a new, mobile-friendly CEW+ website that includes more information pertinent to WOC staff and how to obtain professional development support at U-M.	CEW+, in collaboration with WCTF members, will review and revise content as it relates to U-M staff.	In Progress		Almost Complete
Center for the Education of Women	Create wraparound services using an academic coaching model that will enhance how we support emergency funding, scholarship, and fellowship recipients.	Hire a consultant to benchmark and report on best practices for academic coaching to meet the needs of nontraditional students	Not Started		
Center for the Education of Women	Create wraparound services using an academic coaching model that will enhance how we support emergency funding, scholarship, and fellowship recipients.	Identify best practices that align most closely with CEW+ services and constituent need.	Not Started		
Center for the Education of Women	Create wraparound services using an academic coaching model that will enhance how we support emergency funding, scholarship, and fellowship recipients.	Pilot a subset of best practices in winter 2020	Not Started		
Center for the Education of Women	Educate our community on sexual harassment and misconduct prevention in an effort to promote a safe and supportive environment for all members to work, learn, and thrive.	Support unit-level participation in mandatory training.	In Progress		Almost Complete
Confucius Institute	When hiring new staff temps, and student assistants, CIUM will revamp job posting and interviewing practices to attract diverse applications.	Post CIUM's DEI statement on various location including CIUM website and CIUM job postings.	Complete		
Confucius Institute	When hiring new staff temps, and student assistants, CIUM will revamp job posting and interviewing practices to attract diverse applications.	Post job openings on a diverse range of websites, such as Diversity Abroad or Secuss-L.	Complete		
Confucius Institute	When hiring new staff temps, and student assistants, CIUM will revamp job posting and interviewing practices to attract diverse applications.	Invite on-campus partners into the interview selection process.	Complete		
Confucius Institute	When hiring new staff temps, and student assistants, CIUM will revamp job posting and interviewing practices to attract diverse applications.	Continue to hire our team in an equitable manner that does not discriminate.	Complete		
Confucius Institute	Create clear pathways for conflict resolution.	In case of a conflict, consult with the Office for Institutional equity and then follow the established policy stipulated in the university SPG.	Complete		


















UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Confucius Institute	When hiring new staff temps, and student assistants, CIUM will revamp job posting and interviewing practices to attract diverse applications.	Create one interview question related to an appreciation for a diverse, equitable, and inclusive environment.			
Confucius Institute	Foster a work environment that promotes staff's equal opportunities for professional development.	Promote development opportunities to all staff members, regardless of background or identity by incorporating development opportunities into annual objectives and discussing opportunities at staff meetings.	Complete		
Confucius Institute	Foster a work environment that promotes staff's equal opportunities for professional development.	Discuss career advancement objectives and development opportunities during annual work planning meetings.	Complete		
Confucius Institute	Encourage staff to pursue development opportunities to improve their diversity skills.	Ask staff what educational opportunities they would like to partake in so that they can build cultural sensitivity and intercultural communication skills on their own terms. A great time to do this is when creating annual objectives during work planning.	Complete		
Confucius Institute	Encourage staff to pursue development opportunities to improve their diversity skills.	Encourage staff to take desired courses offered by HRD and LPD, which will help staff to feel competent when discussing diversity issues "Intercultural Training" or "Crucial Conversations."	Complete		
Confucius Institute	Make diversity, equity and inclusion a regular part of the CIUM planning process.	Ask staff to participate in at least two DEI-related events, workshops, or trainings a year.	Complete		
Confucius Institute	Present print and electronic resources to be inclusive to students with disabilities.	Follow-up plans that were discussed with the Services for Students with Disabilities office to discuss methods to reach students who are hearing- and visually-challenged, as well as discuss how certain advertising forms can reach students with varying learning styles (visual, oral, kinesthetic, etc.).	Complete		
Confucius Institute	Increase the diversity of CIUM participants.	Continue to offer free programming so that learning about culture and being a part of the Confucius Institute community is not cost-prohibitive.	Complete		
Confucius Institute	Increase the diversity of CIUM participants.	Invite on-campus partners to co-sponsor such events to reach new audiences and create the possibilities of new interactions among student groups who may not otherwise have met each other.	Complete		
Confucius Institute	Increase the diversity of CIUM participants.	Follow focus group advice and identify groups of students through Student Organization Resource Center (SORC) that could bring a different perspective to discussions at CIUM events.	Not Started		
Confucius Institute	Increase the diversity of CIUM participants.	Working with Services for Students with Disabilities, send all the event documents in Word form (modifiable and expandable for visually impaired students) and post event announcements on Twitter (the most-used social media platform for students with disabilities).	Complete		
Confucius Institute	Increase the diversity of CIUM participants.	Working with the Center for Campus Involvement (CCI), send CIUM event information to the CCI Newsletter and CCI DEI Newsletter regularly.	Complete		
Confucius Institute	Increase the diversity of CIUM participants.	Working with CCI, identify and offer at least one speaker for "Hot Topics" or "Change Our World" program.	Not Started		
Confucius Institute	Increase the diversity of CIUM participants.	Working with Multi-Ethnic Student Affairs, participate in their heritage months program.	Not Started		
Confucius Institute	Increase the diversity of CIUM participants.	Working with the School of Engineering, CIUM will sponsor UM-SJTU Joint Institute's annual social event(s) that provide networking opportunities for students from different cultural backgrounds.	Not Started		
Confucius Institute	Highlight DEI components in CIUM programming and collecting data to demonstrate diversity of content in programming.	Prepare a report detailing current and past events based on their diversity elements.	Not Started		

















UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Clements Library	Broaden commitment to DEI and underrepresented minority representation on our governing boards.	Survey CLA membership on both DEI metrics and climate.	Complete		
Clements Library	Educate our community on sexual harassment and misconduct prevention in an effort to promote a safe and supportive environment for all members to work, learn, and thrive.	Support unit-level participation in mandatory training.	In Progress		Somewhat Complete
Clements Library	Broaden commitment to DEI and underrepresented minority representation on our governing boards.	Review board policies — strategies to identify/pursue nominees for board membership demonstrating a commitment to DEI.	In Progress		Halfway Complete
Clements Library	Broaden commitment to DEI and underrepresented minority representation on our governing boards.	Canvass Clements Library Associates and university faculty for nominations of candidates with a commitment to DEI.	Complete		
Clements Library	Promote teaching with Clements Library materials related to DEI in class sessions within the university.	Continue to publish electronic newsletter featuring available research and teaching resources to promote teaching opportunities through Clements Electronic Newsletter, faculty meetings, etc.	Complete		
Clements Library	Promote teaching with Clements Library materials related to DEI in class sessions within the university.	One to one interactions with targeted faculty members.	Complete		
Clements Library	Promote teaching with Clements Library materials related to DEI in class sessions within the university.	Filling three undergraduate internships and one graduate-student internship in pre-1900 American diversity history, to be supervised by curators from Clements divisions (Books, Conservation, Graphics, Manuscripts, Maps) with the goal of amplifying underrepresented voices in American history, making visible hidden or overlooked materials related to DEI themes, and conserving fragile materials for future generations of scholars.	Complete		
Clements Library	Promote teaching with Clements Library materials related to DEI in class sessions within the university.	Promote DEI internship program in fall 2019 e-newsletter to campus recapping FY19 results.	Complete		
Clements Library	Promote and increase onsite research by on- and off-campus scholars into topics related to diversity/underrepresented groups in American History.	Implement the use of Aeon, the Library Catalog, and other tools for tracking collection use.	In Progress		Almost Complete
Clements Library	Promote and increase onsite research by on- and off-campus scholars into topics related to diversity/underrepresented groups in American History.	Record and review process for selecting research fellows based on research topics; track their research topics annually.	In Progress		Halfway Complete
Clements Library	Promote and increase onsite research by on- and off-campus scholars into topics related to diversity/underrepresented groups in American History.	Fill postdoctoral research fellowship in 19th century American diversity history.	Complete		
Clements Library	Promote and increase onsite research by on- and off-campus scholars into topics related to diversity/underrepresented groups in American History.	Fill three Price Fellowship positions to focus on American diversity history.	Complete		
Clements Library	Promote and increase onsite research by on- and off-campus scholars into topics related to diversity/underrepresented groups in American History.	Create online teaching/resource guides pointing to diversity topics in current library collections.	In Progress		Somewhat Complete
Clements Library	Promote and increase onsite research by on- and off-campus scholars into topics related to diversity/underrepresented groups in American History.	Presentations on DEI internship programs and acquisitions to Clements Library Associates Board members.	Complete		
Clements Library	Promote and increase onsite research by on- and off-campus scholars into topics related to diversity/underrepresented groups in American History.	Fill graduate research fellowship for students from targeted Historically Black Colleges and Universities offering masters degrees in history and/or African American Studies.	In Progress		Halfway Complete











UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Clements Library	Expand holdings in areas related to DEI including race, immigration, sexual orientation and identity, religion, and underrepresented or overlooked voices in American history.	Annual reporting from Clements divisions on accession topics.	In Progress		Almost Complete
Clements Library	Increase access and visibility of library holdings on topics related to diversity/underrepresented groups in American History	Targeted cataloging and digitization of collections including photographs, prints, and sheet music.	Complete		
Clements Library	Increase access and visibility of library holdings on topics related to diversity/underrepresented groups in American History	Annual measures of request frequency (Aeon). Annual measure of Digital Image Bank contents classification.	In Progress		
Clements Library	Expand holdings in areas related to DEI including race, immigration, sexual orientation and identity, religion, and underrepresented or overlooked voices in American history.	Continue tracking acquisitions by DEI topic in accession data.	Complete		
Clements Library	Expand holdings in areas related to DEI including race, immigration, sexual orientation and identity, religion, and underrepresented or overlooked voices in American history.	Explore establishment of a DEI targeted fund for acquisition of historical materials related to African American, Native American, women, and other underrepresented groups.	In Progress		Somewhat Complete
Clements Library	Expand holdings in areas related to DEI including race, immigration, sexual orientation and identity, religion, and underrepresented or overlooked voices in American history.	Continue targeted cultivation of potential donors including in-kind.	Complete		
Clements Library	Digital access to research materials related to DEI topics.	Continue searching catalog for predetermined list of DEI keywords and authors.	Complete		
Clements Library	Digital access to research materials related to DEI topics.	Scan relevant materials not already present.	Complete		
Clements Library	Digital access to Library research materials related to DEI topics.	Online cataloging of holdings related to predetermined list on Graphics Division DEI topics.	Complete		
Clements Library	Digital access to Library research materials related to DEI topics.	Scanning for inclusion in Clements Image Bank.	Complete		
Clements Library	Ensure that the physical space, human relations, and overall cultural climate of the library are welcoming to a diverse range of people across all constituencies.	Addition of optional field within registration process that allows for a researcher to select preferred pronouns.	Complete		
Clements Library	Ensure that the physical space, human relations, and overall cultural climate of the library are welcoming to a diverse range of people across all constituencies.	Form internal work groups to address issues raised during all-staff discussions of climate survey results — one on staff training and mentoring, the other on internal communication.	Complete		
Clements Library	Ensure that the physical space, human relations, and overall cultural climate of the library are welcoming to a diverse range of people across all constituencies.	Living Library event proposed and planned for fall 2018 campus diversity summit.			
Clements Library	Ensure that the physical space, human relations, and overall cultural climate of the library are welcoming to a diverse range of people across all constituencies.	Continue to promote staff and docent training on cultural sensitivity and awareness, unconscious bias, etc.	Complete		
Clements Library	Ensure that the physical space, human relations, and overall cultural climate of the library are welcoming to a diverse range of people across all constituencies.	Establish a clear pathway for conflict resolution. The Clements administration will make good faith efforts to resolve work place conflicts, in compliance with the U-M Standard Practice Guide (SPG 201.08), and within unit supervisory channels whenever possible.	Complete		
Clements Library	Ensure that the physical space, human relations, and overall cultural climate of the library are welcoming to a diverse range of people across all constituencies.	Make visible to visitors and researchers, through ongoing exhibits and displays, materials focused on traditionally underrepresented groups in American History and DEI themes.	Complete		
Clements Library	Ensure that the physical space, human relations, and overall cultural climate of the library are welcoming to a diverse range of people across all constituencies.	Create communication matrix; DEI resource list for staff use.	In Progress		Halfway Complete













UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Clements Library	Ensure that the physical space, human relations, and overall cultural climate of the library are welcoming to a diverse range of people across all constituencies.	Staff visit to Arab American National Museum, staff participation in MLK Day 2018 events.	In Progress		Almost Complete
Clements Library	Ensure that the physical space, human relations, and overall cultural climate of the library are welcoming to a diverse range of people across all constituencies.	Continue to promote the resources of the Office for Institutional Equity and the mediation services available for the resolution of conflicts related to DEI to all constituencies, especially new and existing staff.	Complete		
Clements Library	Ensure that the physical space, human relations, and overall cultural climate of the library are welcoming to a diverse range of people across all constituencies.	Integrate ongoing DEI training and actions with annual staff performance evaluations.	Complete		
Clements Library	Increase diversity of attendance and topics at Clements sponsored lectures, events, and exhibits.	Instituted new "Contemporary Issues" lecture series designed to draw in constituencies outside of traditional Clements support base.	In Progress		Somewhat Complete
Clements Library	Provide closed captioning for online lectures and live events for the hearing impaired.	Closed captioning of previous lecture and event videos using Michigan Media	In Progress		Somewhat Complete
Clements Library	Update website for better access by the hearing and vision impaired.	Get estimate from Michigan Creative on website redesign for both mobile and ADA compliance.			
Clements Library	Update website for better access by the hearing and vision impaired.	Consultation with Michigan Creative and the Office for Institutional Equity on website revisions, updates.			
Clements Library	Increase diversity representation of permanent and temporary staff.	Circulate job postings toward target audiences more likely to result in a diverse pool of applicants.	In Progress		Somewhat Complete
Clements Library	Increase diversity representation of permanent and temporary staff.	Continue to consult with peer institutions on recruitment strategies.	In Progress		Somewhat Complete
Clements Library	Increase diversity representation of permanent and temporary staff.	Review available data on race, gender orientation, etc. composition of applicant pools to assess efficacy of recruitment strategies.	In Progress		Somewhat Complete
Clements Library	Increase diversity representation of permanent and temporary staff.	Include commitment to diversity language consistent with U-M policies in all postings.	Complete		
Clements Library	Increase diversity representation of permanent and temporary staff.	Consult with Office of General Counsel on Prop. 2 compliance.	Complete		
Clements Library	Increase diversity representation of permanent and temporary staff.	Broaden staff recruitment strategies to seek a greater diversity of applicants.	In Progress		Somewhat Complete
College of Engineering	Increase the understanding and application of diversity, equity and inclusion concepts to build skills and provide learning experiences to effectively and constructively engage in dialogue on DEI-related topics across our community.	DEI Training for PhD Students.	In Progress		Halfway Complete
College of Engineering	Increase the understanding and application of diversity, equity and inclusion concepts to build skills and provide learning experiences to effectively and constructively engage in dialogue on DEI-related topics across our community.	DEI Training for Postdocs.	In Progress		Just Started
College of Engineering	Increase the understanding and application of diversity, equity and inclusion concepts to build skills and provide learning experiences to effectively and constructively engage in dialogue on DEI-related topics across our community.	DEI Training for Master's Students.	In Progress		Almost Complete
College of Engineering	Increase the understanding and application of diversity, equity and inclusion concepts to build skills and provide learning experiences to effectively and constructively engage in dialogue on DEI-related topics across our community.	DEI Training (CQ) for Grad Chairs, Master's Chairs, Graduate Coordinators, ADGE staff and selected OSA staff.	In Progress		Halfway Complete

UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
College of Engineering	Increase the understanding and application of diversity, equity and inclusion concepts to build skills and provide learning experiences to effectively and constructively engage in dialogue on DEI-related topics across our community.	Faculty Training Development: Identify gaps and propose targeting plans: Invites/incentives for participation in existing programs.	In Progress		Just Started
College of Engineering	Increase the understanding and application of diversity, equity and inclusion concepts to build skills and provide learning experiences to effectively and constructively engage in dialogue on DEI-related topics across our community.	Faculty Training Development: Identify gaps and propose targeting plans: Define needs for refocused or new programs.	In Progress		Just Started
College of Engineering	Increase the understanding and application of diversity, equity and inclusion concepts to build skills and provide learning experiences to effectively and constructively engage in dialogue on DEI-related topics across our community.	2018-19 DEI professional development for CEDO, OSA, College staff.	In Progress		Almost Complete
College of Engineering	Increase the understanding and application of diversity, equity and inclusion concepts to build skills and provide learning experiences to effectively and constructively engage in dialogue on DEI-related topics across our community.	Documented a pathway for resolution of DEI-related conflict and incidents.	Complete		
College of Engineering	Build a robust and complete set of metrics with an established standardized methodology for the continuous collection and monitoring of information (data) relevant to the reporting and evaluation of DEI-related issues within the College of Engineering.	Annual assessment of impact of DEI program and policy changes within COE departments and collegewide.	Complete		
College of Engineering	Build a robust and complete set of metrics with an established standardized methodology for the continuous collection and monitoring of information (data) relevant to the reporting and evaluation of DEI-related issues within the College of Engineering.	Faculty career progression metrics.	In Progress		Somewhat Complete
College of Engineering	Build a robust and complete set of metrics with an established standardized methodology for the continuous collection and monitoring of information (data) relevant to the reporting and evaluation of DEI-related issues within the College of Engineering.	Faculty DEI training metrics.	In Progress		Somewhat Complete
College of Engineering	Build a robust and complete set of metrics with an established standardized methodology for the continuous collection and monitoring of information (data) relevant to the reporting and evaluation of DEI-related issues within the College of Engineering.	Climate Assessment.	In Progress		Somewhat Complete
College of Engineering	Build a robust and complete set of metrics with an established standardized methodology for the continuous collection and monitoring of information (data) relevant to the reporting and evaluation of DEI-related issues within the College of Engineering.	Course Climate Evaluation.	In Progress		Just Started
College of Engineering	Build mechanisms, including leadership accountability and reward systems, to bring a “constancy of purpose” in focusing on DEI-related issues and opportunities within the college.	Continue DEI external advisory council to advise the Dean on efforts to implement the DEI strategic plan and other matters related to creating and maintaining a diverse and inclusive climate for faculty, staff and students.	In Progress		Almost Complete








UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
College of Engineering	Build a robust and complete set of metrics with an established standardized methodology for the continuous collection and monitoring of information (data) relevant to the reporting and evaluation of DEI-related issues within the College of Engineering.	Alumni and Senior Survey: DUE will review Alumni and Senior Surveys to understand what are the most significant experiences. Will look for DEI related comments, and craft new questions to capture those experiences as well.	Not Started		
College of Engineering	Build a robust and complete set of metrics with an established standardized methodology for the continuous collection and monitoring of information (data) relevant to the reporting and evaluation of DEI-related issues within the College of Engineering.	A newly hired DEI lecturer will focus on developing and coordinating DEI-related metrics related to all objectives of our strategic plan.	In Progress		Halfway Complete
College of Engineering	Build mechanisms, including leadership accountability and reward systems, to bring a “constancy of purpose” in focusing on DEI-related issues and opportunities within the college.	Continue DEI implementation through the CoE Implementation Committee. Implementation of DEI strategic plan, allocation of resources, tracking and evaluating progress.	Complete		
College of Engineering	Build mechanisms, including leadership accountability and reward systems, to bring a “constancy of purpose” in focusing on DEI-related issues and opportunities within the college.	Continue DEI student advisory council to advise the Implementation Committee, OSA and CEDO on the implementation of the DEI strategic plan. They also share their experiences within the College. Secondly, they work on any DEI initiatives that they are passionate about.	In Progress		Almost Complete
College of Engineering	Build mechanisms, including leadership accountability and reward systems, to bring a “constancy of purpose” in focusing on DEI-related issues and opportunities within the college.	Facilitator Engagement Program.	Complete		
College of Engineering	Build mechanisms, including leadership accountability and reward systems, to bring a “constancy of purpose” in focusing on DEI-related issues and opportunities within the college.	Develop a proactive communication strategy to share DEI-related programs, initiatives and events to engage students, faculty and staff on an ongoing basis.	In Progress		Halfway Complete
College of Engineering	Build mechanisms, including leadership accountability and reward systems, to bring a “constancy of purpose” in focusing on DEI-related issues and opportunities within the college.	Department DEI Liaisons.	In Progress		Halfway Complete
College of Engineering	Build mechanisms, including leadership accountability and reward systems, to bring a “constancy of purpose” in focusing on DEI-related issues and opportunities within the college.	Track DEI efforts in all departments and incorporate as part of periodic reviews.	In Progress		Somewhat Complete
College of Engineering	Build mechanisms, including leadership accountability and reward systems, to bring a “constancy of purpose” in focusing on DEI-related issues and opportunities within the college.	Incent student organizations to think about how they choose leaders, how they run meetings, etc. Consider some training opportunities.	In Progress		Almost Complete
College of Engineering	Build mechanisms, including leadership accountability and reward systems, to bring a “constancy of purpose” in focusing on DEI-related issues and opportunities within the college.	Leadership hiring.	In Progress		Almost Complete
College of Engineering	Build communities and creative learning spaces by leveraging and transforming the use of space within the college to create an inclusive environment that welcomes and supports students, postdocs, instructional and research faculty, and staff.	OSA, CEDO, Rackham, Student Life and additional campus partners are working together to offer a variety of CoE DEI community-building activities.	Complete		
College of Engineering	Build communities and creative learning spaces by leveraging and transforming the use of space within the college to create an inclusive environment that welcomes and supports students, postdocs, instructional and research faculty, and staff.	Student spaces for master's students and undergrads that are collaborative, functional , and inclusive by design.	Not Started		







UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
College of Engineering	Build communities and creative learning spaces by leveraging and transforming the use of space within the college to create an inclusive environment that welcomes and supports students, postdocs, instructional and research faculty, and staff.	Large course environments.	Not Started		
College of Engineering	Build communities and creative learning spaces by leveraging and transforming the use of space within the college to create an inclusive environment that welcomes and supports students, postdocs, instructional and research faculty, and staff.	Planned renovations in Pierpont Commons for ENGR101 classroom space.	In Progress		Somewhat Complete
College of Engineering	Build communities and creative learning spaces by leveraging and transforming the use of space within the college to create an inclusive environment that welcomes and supports students, postdocs, instructional and research faculty, and staff.	Make available and improve study areas for student communities.	Not Started		
College of Engineering	Build communities and creative learning spaces by leveraging and transforming the use of space within the college to create an inclusive environment that welcomes and supports students, postdocs, instructional and research faculty, and staff.	Accessibility of CoE classroom spaces.	In Progress		Halfway Complete
College of Engineering	Build communities and creative learning spaces by leveraging and transforming the use of space within the college to create an inclusive environment that welcomes and supports students, postdocs, instructional and research faculty, and staff.	Identified office hour space to increase student support for large student enrollment courses (ex: EECS 183 and ENGR 101).			
College of Engineering	Develop talented and diverse college leadership, departmental leadership, and instructional and research faculty capable of providing a world-class academic and research learning environment for a global, diverse student body. Our five-year objective is to develop a diverse instructional faculty with year-over-year increases in gender and URM representation.	Create "pathway to graduate school" by a reimagined Engineering Graduate Symposium program for talented undergraduates.	Complete		
College of Engineering	Develop talented and diverse college leadership, departmental leadership, and instructional and research faculty capable of providing a world-class academic and research learning environment for a global, diverse student body. Our five-year objective is to develop a diverse instructional faculty with year-over-year increases in gender and URM representation.	Development and retention of diverse faculty.	Complete		
College of Engineering	Develop talented and diverse college leadership, departmental leadership, and instructional and research faculty capable of providing a world-class academic and research learning environment for a global, diverse student body. Our five-year objective is to develop a diverse instructional faculty with year-over-year increases in gender and URM representation.	NextProf Future Faculty Workshop: Encourage URM and women doctoral/postdocs from around the country to consider a career in academia.	Complete		
College of Engineering	Develop talented and diverse college leadership, departmental leadership, and instructional and research faculty capable of providing a world-class academic and research learning environment for a global, diverse student body. Our five-year objective is to develop a diverse instructional faculty with year-over-year increases in gender and URM representation.	Engage faculty development and leadership expert to coordinate mentoring efforts.	In Progress		Halfway Complete

UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
College of Engineering	Develop talented and diverse college leadership, departmental leadership, and instructional and research faculty capable of providing a world-class academic and research learning environment for a global, diverse student body. Our five-year objective is to develop a diverse instructional faculty with year-over-year increases in gender and URM representation.	Hiring our Values: Aligning hiring policies with CoE values.	Complete		
College of Engineering	Develop talented and diverse college leadership, departmental leadership, and instructional and research faculty capable of providing a world-class academic and research learning environment for a global, diverse student body. Our five-year objective is to develop a diverse instructional faculty with year-over-year increases in gender and URM representation.	Recruit and hire lecturers with DEI expertise and experience, whose service will be devoted to College DEI efforts.	In Progress		Somewhat Complete
College of Engineering	Develop talented and diverse college leadership, departmental leadership, and instructional and research faculty capable of providing a world-class academic and research learning environment for a global, diverse student body. Our five-year objective is to develop a diverse instructional faculty with year-over-year increases in gender and URM representation.	Institute new policies to get advance buy-in for conversion of Presidential Postdoctoral Fellow Program (PPFP) fellows into TT faculty members.	In Progress		Halfway Complete
College of Engineering	Develop talented and diverse college leadership, departmental leadership, and instructional and research faculty capable of providing a world-class academic and research learning environment for a global, diverse student body. Our five-year objective is to develop a diverse instructional faculty with year-over-year increases in gender and URM representation.	Mentoring and support programs for individuals being groomed for tenure-track positions.	In Progress		Somewhat Complete
College of Engineering	Recruit, develop, and graduate a talented and diverse body of students and postdoctoral researchers with the academic and multicultural skills to engineer solutions to tomorrow's global challenges. Our five-year objective is to achieve year-over-year increases in female and URM enrollment while reaching and maintaining parity on academic performance and retention-to-graduation.	Expand successful models that provide student support, boost academic achievement, and enhance student climate: NACME (a scholar retention program, jointly funded by NACME and CoE, that focuses on students with commitments to DEI).	In Progress		Almost Complete
College of Engineering	Recruit, develop, and graduate a talented and diverse body of students and postdoctoral researchers with the academic and multicultural skills to engineer solutions to tomorrow's global challenges. Our five-year objective is to achieve year-over-year increases in female and URM enrollment while reaching and maintaining parity on academic performance and retention-to-graduation.	Expand successful models that provide student support, boost academic achievement, and enhance student climate: Expanded MSTEM Engineering Academy.	Complete		
College of Engineering	Recruit, develop, and graduate a talented and diverse body of students and postdoctoral researchers with the academic and multicultural skills to engineer solutions to tomorrow's global challenges. Our five-year objective is to achieve year-over-year increases in female and URM enrollment while reaching and maintaining parity on academic performance and retention-to-graduation.	Expanded Admissions Reader Pilot: Hiring and training of master's application readers to holistically assess applications and provide admissions data to departmental admissions committees.	Complete		













UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
College of Engineering	Recruit, develop, and graduate a talented and diverse body of students and postdoctoral researchers with the academic and multicultural skills to engineer solutions to tomorrow's global challenges. Our five-year objective is to achieve year-over-year increases in female and URM enrollment while reaching and maintaining parity on academic performance and retention-to-graduation.	Mission/vision/fundraising plan for the Detroit Michigan Engineering Zone (MEZ).	Complete		
College of Engineering	Recruit, develop, and graduate a talented and diverse body of students and postdoctoral researchers with the academic and multicultural skills to engineer solutions to tomorrow's global challenges. Our five-year objective is to achieve year-over-year increases in female and URM enrollment while reaching and maintaining parity on academic performance and retention-to-graduation.	Increase undergraduate and master's scholarships.	Complete		
College of Engineering	Recruit, develop, and graduate a talented and diverse body of students and postdoctoral researchers with the academic and multicultural skills to engineer solutions to tomorrow's global challenges. Our five-year objective is to achieve year-over-year increases in female and URM enrollment while reaching and maintaining parity on academic performance and retention-to-graduation.	Reimagining the K-12 pipeline/outreach strategy.	In Progress		Halfway Complete
College of Engineering	Recruit, develop, and graduate a talented and diverse body of students and postdoctoral researchers with the academic and multicultural skills to engineer solutions to tomorrow's global challenges. Our five-year objective is to achieve year-over-year increases in female and URM enrollment while reaching and maintaining parity on academic performance and retention-to-graduation.	Using the model established with 50+ partner schools, identify additional high schools, specifically in the south (Georgia, Florida, and Texas). Enhance relationships with existing partners through campus visits, Alternative Spring Break expansion and increased communication with administrators and teachers.	In Progress		Almost Complete
College of Engineering	Recruit, develop, and graduate a talented and diverse body of students and postdoctoral researchers with the academic and multicultural skills to engineer solutions to tomorrow's global challenges. Our five-year objective is to achieve year-over-year increases in female and URM enrollment while reaching and maintaining parity on academic performance and retention-to-graduation.	Target recruiting/conversion messaging to those who don't view themselves "as engineers."	In Progress		Almost Complete
College of Engineering	Recruit, develop, and graduate a talented and diverse body of students and postdoctoral researchers with the academic and multicultural skills to engineer solutions to tomorrow's global challenges. Our five-year objective is to achieve year-over-year increases in female and URM enrollment while reaching and maintaining parity on academic performance and retention-to-graduation.	Graduate Recruiting.	In Progress		Halfway Complete
















UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
College of Engineering	Recruit, develop, and graduate a talented and diverse body of students and postdoctoral researchers with the academic and multicultural skills to engineer solutions to tomorrow's global challenges. Our five-year objective is to achieve year-over-year increases in female and URM enrollment while reaching and maintaining parity on academic performance and retention-to-graduation.	Undergrad Student Support — intervene with struggling students earlier in the semester.	In Progress		Somewhat Complete
College of Engineering	Recruit, develop, and graduate a talented and diverse body of students and postdoctoral researchers with the academic and multicultural skills to engineer solutions to tomorrow's global challenges. Our five-year objective is to achieve year-over-year increases in female and URM enrollment while reaching and maintaining parity on academic performance and retention-to-graduation.	Work with Advancement to make the case for co- and extracurricular involvement for all students.	In Progress		Halfway Complete
College of Engineering	Recruit, develop, and graduate a talented and diverse body of students and postdoctoral researchers with the academic and multicultural skills to engineer solutions to tomorrow's global challenges. Our five-year objective is to achieve year-over-year increases in female and URM enrollment while reaching and maintaining parity on academic performance and retention-to-graduation.	Teaching and advising techniques for increasing student sense of belonging and mitigation of stereotype threat and related issues to student performance.	In Progress		Halfway Complete
College of Engineering	Recruit, retain, and develop a talented and diverse staff capable of supporting a world-class academic and research learning environment for a global, diverse student and faculty population.	Staff Training: Ensure training for all non-student facing staff.	Complete		
College of Engineering	Recruit, retain, and develop a talented and diverse staff capable of supporting a world-class academic and research learning environment for a global, diverse student and faculty population.	Ensure training for all student-facing staff.	Complete		
College of Engineering	Design and develop resources and opportunities for engagement and interaction that facilitate a more equitable and inclusive learning environment for students.	Inclusive teaching: A meta-project review and plan for inclusive teaching.	In Progress		Halfway Complete
College of Engineering	Design and develop resources and opportunities for engagement and interaction that facilitate a more equitable and inclusive learning environment for students.	Develop a mechanism to coordinate college activities with university-wide efforts around inclusive teaching.	Complete		
College of Engineering	Design and develop resources and opportunities for engagement and interaction that facilitate a more equitable and inclusive learning environment for students.	DEI Offices hours.	Complete		
College of Engineering	Design and develop resources and opportunities for engagement and interaction that facilitate a more equitable and inclusive learning environment for students.	Review GSI/IA training.	In Progress		Halfway Complete
College of Engineering	Design and develop resources and opportunities for engagement and interaction that facilitate a more equitable and inclusive learning environment for students.	Increase the fraction of faculty who have attended ally training opportunities.	In Progress		Somewhat Complete
College of Engineering	Design and develop resources and opportunities for engagement and interaction that facilitate a more equitable and inclusive learning environment for students.	Standardize group management training in ENGR 100, MDP, etc.	In Progress		Just Started
















UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
College of Engineering	Design and develop resources and opportunities for engagement and interaction that facilitate a more equitable and inclusive learning environment for students.	Encourage departments to adopt ENGR 100 group management training in design/capstone courses.	Not Started		
College of Pharmacy	Increase the number of URM and female members faculty.	Build connections with faculty, of any race/ethnicity, from minority serving institutions to assist in the recruitment and admission of students from the home institutions of these faculty members.	Complete		
College of Pharmacy	Increase the number of URM and female members faculty.	Network directly with faculty members, including URM and female faculty members, from other institutions.	In Progress		Somewhat Complete
College of Pharmacy	Increase the number of URM and female members faculty.	Identify and network with those in post-doctoral positions, including URM and female post-docs, who have the potential for success as a faculty member.	Not Started		
College of Pharmacy	Increase the number of URM and female members faculty.	Network with URM and female faculty members from national meetings.	In Progress		Somewhat Complete
College of Pharmacy	Increase the number of URM and female members faculty.	Develop a detailed protocol for faculty recruitment based on lessons from other U-M units (e.g. School of Education).	In Progress		Just Started
College of Pharmacy	Increase the retention rate of URM and female faculty members at the Assistant Professor stage.	Utilize launch committees available through U-M's ADVANCE program to develop a mentoring plan/retention toolkit to ensure the success of all faculty members, including those who are female or from underrepresented minority groups, by providing guidance and support with: Publishing scholarly work.	Complete		
College of Pharmacy	Increase the number of URM and female members faculty.	Ensure that all members of faculty search committees have received STRIDE training through U-M ADVANCE.	Complete		
College of Pharmacy	Increase the retention rate of URM and female faculty members at the Assistant Professor stage.	Utilize launch committees available through U-M's ADVANCE program to develop a mentoring plan/retention toolkit to ensure the success of all faculty members, including those who are female or from underrepresented minority groups, by providing guidance and support with: Networking and establishing collaborations within the discipline.	Complete		
College of Pharmacy	Increase the retention rate of URM and female faculty members at the Assistant Professor stage.	Utilize launch committees available through U-M's ADVANCE program to develop a mentoring plan/retention toolkit to ensure the success of all faculty members, including those who are female or from underrepresented minority groups, by providing guidance and support with: Writing grant proposals.	Complete		
College of Pharmacy	Increase the retention rate of URM and female faculty members at the Assistant Professor stage.	Utilize launch committees available through U-M's ADVANCE program to develop a mentoring plan/retention toolkit to ensure the success of all faculty members, including those who are female or from underrepresented minority groups, by providing guidance and support with: Teaching.	Complete		
College of Pharmacy	Increase the retention rate of URM and female faculty members at the Assistant Professor stage.	Utilize launch committees available through U-M's ADVANCE program to develop a mentoring plan/retention toolkit to ensure the success of all faculty members, including those who are female or from underrepresented minority groups, by providing guidance and support with: Mentoring graduate students.	Complete		
College of Pharmacy	Encourage staff members to participate in professional development activities.	Expand training and professional development opportunities on DEI for the staff and supervisors.	Complete		













UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
College of Pharmacy	Increase the retention rate of URM and female faculty members at the Assistant Professor stage.	Utilize launch committees available through U-M's ADVANCE program to develop a mentoring plan/retention toolkit to ensure the success of all faculty members, including those who are female or from underrepresented minority groups, by providing guidance and support with: Personal and professional mentoring.	Complete		
College of Pharmacy	Increase the retention rate of URM and female faculty members at the Assistant Professor stage.	Utilize launch committees available through U-M's ADVANCE program to develop a mentoring plan/retention toolkit to ensure the success of all faculty members, including those who are female or from underrepresented minority groups, by providing guidance and support with: Managing professional relationships.	Complete		
College of Pharmacy	Continue to explore ways to expand the diversity of applicant and interview pools by broadening recruitment efforts.	Require all interviewing staff to participate in STRIDE training, if available.	In Progress		Almost Complete
College of Pharmacy	Recruit and admit more URM students into the PharmD program.	Develop articulation admission agreements with URM-serving institutions.	In Progress		Somewhat Complete
College of Pharmacy	Recruit and admit more URM students into the PharmD program.	Incorporate DEI topics into the application and interview process.	In Progress		Somewhat Complete
College of Pharmacy	Recruit and admit more URM students into the PharmD program.	Incorporate DEI themes in recruitment/promotional materials.	In Progress		Almost Complete
College of Pharmacy	Recruit and admit more URM students into the PharmD program.	Create alumni video interviews to be used in recruitment efforts.	In Progress		Somewhat Complete
College of Pharmacy	Provide all students (including URM students) with the necessary support for retention and academic success.	Use programmatic evaluations and student feedback to direct/inform the creation of a summer bridge program for students who may need additional preparation before beginning the program.	In Progress		Somewhat Complete
College of Pharmacy	Recruit and admit more URM students into the graduate Medicinal Chemistry & Pharmaceutical Sciences (PhD) programs.	Increase the number of recruitment events at URM serving institutions.	Complete		
College of Pharmacy	Recruit and admit more URM students into the graduate Medicinal Chemistry & Pharmaceutical Sciences (PhD) programs.	Identify resources within national scientific organizations (NOBCCHE, ACS, ASBMB, etc.) to advertise and promote the COP graduate programs to undergraduate students.	In Progress		Somewhat Complete
College of Pharmacy	Recruit and admit more URM students into the graduate Medicinal Chemistry & Pharmaceutical Sciences (PhD) programs.	Develop professional relationships with faculty members at URM-serving institutions: Invited faculty presentations at U-M/ reciprocal U-M faculty presentations at URM serving institution.	In Progress		Somewhat Complete
College of Pharmacy	Recruit and admit more URM students into the graduate Medicinal Chemistry & Pharmaceutical Sciences (PhD) programs.	Develop professional relationships with faculty members at URM serving institutions: Provide research opportunities for faculty members and their students.	In Progress		Somewhat Complete
College of Pharmacy	Recruit and admit more URM students into the graduate Medicinal Chemistry & Pharmaceutical Sciences (PhD) programs.	Involve graduate students in pre-college outreach activities designed to promote pathways to science and graduate studies: Participate in volunteer tutoring or other events.	In Progress		Almost Complete
College of Pharmacy	Recruit and admit more URM students into the graduate Medicinal Chemistry & Pharmaceutical Sciences (PhD) programs.	Involve graduate students in pre-college outreach activities designed to promote pathways to science and graduate studies: Connect with existing organizations to identify available service opportunities (FEMMES, Society of Women Engineers).	In Progress		Halfway Complete
College of Pharmacy	Recruit and admit more URM students into the graduate Medicinal Chemistry & Pharmaceutical Sciences (PhD) programs.	Provide funding to admit a total of 8 students (4/year), who have a demonstrated commitment to diversity, into the PhD programs in Medicinal Chemistry and Pharmaceutical Sciences.			
















UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
College of Pharmacy	Improve retention of all students, including female & URM students.	Consult with the graduate program chairs to determine factors that may have led to the departure of students from our graduate programs. Determine if DEI issues may have played a role in their departure.	In Progress		Somewhat Complete
College of Pharmacy	Improve retention of all students, including female & URM students.	Look for solutions to retention issues based on data.	In Progress		Somewhat Complete
College of Pharmacy	Improve retention of all students, including female & URM students.	Catalog the current resources available to support student success/identify unmet needs.	In Progress		Almost Complete
College of Pharmacy	Improve retention of all students, including female & URM students.	Review successful models of support for graduate students, including female and URM students.	In Progress		Just Started
College of Pharmacy	Enhance the PharmD curriculum with regard to diversity, equity and inclusion.	Charge the Curriculum and Assessment committee with revising the PharmD curriculum to enhance student knowledge of the needs of diverse patient populations: Create and implement summer training to improve curriculum DEI content.	In Progress		Somewhat Complete
College of Pharmacy	Enhance the PharmD curriculum with regard to diversity, equity and inclusion.	Charge the Curriculum and Assessment committee with revising the PharmD curriculum to enhance student knowledge of the needs of diverse patient populations: Incorporate topics of DEI into patient cases presented during class.	In Progress		Somewhat Complete
College of Pharmacy	Enhance the PharmD curriculum with regard to diversity, equity and inclusion.	Charge the Curriculum and Assessment committee with revising the PharmD curriculum to enhance student knowledge of the needs of diverse patient populations: Increase the emphasis on health literacy in PharmD curriculum.	Not Started		
College of Pharmacy	Enhance the PharmD curriculum with regard to diversity, equity and inclusion.	Provide professional development to support the Curriculum and Assessment committee in meeting the charge to enhance student knowledge of the needs of diverse patient populations.	In Progress		Just Started
College of Pharmacy	Increased opportunities to work with diverse populations in introductory pharmacy practice experience (IPPE) and advanced pharmacy practice experience (APPE) sites.	See if review of demographics information of sites through census data will address this objective.	In Progress		Halfway Complete
College of Pharmacy	To ensure that Graduate Student Instructors are equipped to support DEI issues presented in the curriculum and in their interactions with students in the classroom.	Provide students with relevant training with regard to inclusive teaching practices (e.g. CRLT Inclusive Teaching Workshops).	In Progress		Halfway Complete
College of Pharmacy	To ensure that Graduate Student Instructors are equipped to support DEI issues presented in the curriculum and in their interactions with students in the classroom.	Ensure that students are aware of and prepared to support DEI-based curricular revisions.	Not Started		
College of Pharmacy	Provide educational opportunities for alumni and preceptors to learn about diverse patient populations.	Make plans to offer continuing education courses that are focused on providing quality service to members of diverse populations (e.g. LGBTQ community).	Not Started		
College of Pharmacy	Provide educational opportunities for alumni and preceptors to learn about diverse patient populations.	Provide opportunities for involvement in trainings (diversity, cultural competence/sensitivity, bias, etc.).	In Progress		Somewhat Complete
College of Pharmacy	Develop an Expect Respect™ Campaign (make respect a priority item from leadership).	In consultation with the Dean and Associate Deans, prepare an action plan to make the improvement of our college climate a top priority. Discuss the data regarding issues of bias, negative comments, and disrespectful actions that are occurring within and across our constituent groups.	Complete		
College of Pharmacy	Develop an Expect Respect™ Campaign (make respect a priority item from leadership).	Conduct a climate study through U-M's ADVANCE program, winter 2018. Compare results to those in 2014 and address issues not improved at all, or enough.	Complete		














UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
College of Pharmacy	Develop plans for mandatory diversity/sensitivity/bias training for all faculty, staff and students in the College of Pharmacy.	The FY19 training will be done for P1, P2 and P3 PharmD Students.	Complete		
College of Pharmacy	Develop plans for mandatory diversity/sensitivity/bias training for all faculty, staff and students in the College of Pharmacy.	Faculty and staff will have a mandatory DEI training each year. For FY19 it will be sexual harassment training by Rebecca Veidlinger, a trainer in sexual harassment and gender bias.	Complete		
College of Pharmacy	Develop an atmosphere of faculty engagement with students outside of the normal academic setting (e.g. annual picnics, student events, community fairs, Pharmacy "Phamily" events, etc.).	Provide incentives and recognition to faculty members who attend special functions in support of students.	In Progress		Somewhat Complete
College of Pharmacy	Develop plans for mandatory diversity/sensitivity/bias training for all faculty, staff and students in the College of Pharmacy.	An annual topic will be identified for College-wide training.	Complete		
College of Pharmacy	Host regular diversity/inclusion events (socials, seminars, chats, etc.) to promote awareness and respect of differences in culture, birthplace, backgrounds, etc. These events could be done both within and across constituent groups (e.g. faculty, staff and student groups). The events will be focused around issues and not identities.	Discuss plans with student organization leaders (BS, PharmD, and PhD) as well as the Staff/Faculty Connections team.	Complete		
College of Pharmacy	Host regular diversity/inclusion events (socials, seminars, chats, etc.) to promote awareness and respect of differences in culture, birthplace, backgrounds, etc. These events could be done both within and across constituent groups (e.g. faculty, staff and student groups). The events will be focused around issues and not identities.	Develop a list of events to host for faculty, staff and students with an associated schedule.			
College of Pharmacy	Host regular diversity/inclusion events (socials, seminars, chats, etc.) to promote awareness and respect of differences in culture, birthplace, backgrounds, etc. These events could be done both within and across constituent groups (e.g. faculty, staff and student groups). The events will be focused around issues and not identities.	Hold annual DEI Week event: Celebrating and Respecting Our Differences.	Complete		
College of Pharmacy	Ensure that a conflict resolution plan is in place that will address the issues of all constituents (e.g. faculty, staff and students) in the COP.	Evaluate all current systems and processes for conflict resolution for constituents in the COP.	Complete		
College of Pharmacy	Ensure that a conflict resolution plan is in place that will address the issues of all constituents (e.g. faculty, staff and students) in the COP.	Identify strengths, weaknesses, and gaps.	In Progress		Almost Complete
College of Pharmacy	Ensure that a conflict resolution plan is in place that will address the issues of all constituents (e.g. faculty, staff and students) in the COP.	Review ideas of best practices from other U-M units.	Complete		
College of Pharmacy	Ensure that a conflict resolution plan is in place that will address the issues of all constituents (e.g. faculty, staff and students) in the COP.	Develop and implement improved and new conflict resolution plans, as needed, for all constituents in the COP.	In Progress		Almost Complete
College of Pharmacy	To become equipped and ready to address the special needs of COP constituents (i.e. faculty, staff and students). Such needs include physical/mental challenges, medical conditions, parental responsibilities, financial hardship, etc.	Identify workshops to educate COP faculty, staff students, and postdoctoral fellows about the special needs that may affect individuals in the COP.	In Progress		Somewhat Complete










UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
College of Pharmacy	To become equipped and ready to address the special needs of COP constituents (i.e. faculty, staff and students). Such needs include physical/mental challenges, medical conditions, parental responsibilities, financial hardship, etc.	Where practical, advertise (website, orientation, syllabus, etc.) resources that are available for individuals with special needs.	Not Started		
College of Pharmacy	To ensure that all faculty members are prepared to assist students who are in need.	Develop policies, strategies, training, and resources to equip faculty members to effectively respond to student situations (e.g. accommodations, disabilities, mental health crises, etc.).	In Progress		Halfway Complete
College of Pharmacy	To ensure that all staff who work with students (full time) are prepared to assist students who are in need.	Develop policies, strategies, training, and resources to equip staff to effectively respond to student situations (e.g. accommodations, disabilities, mental health crises, etc.).	In Progress		Somewhat Complete
College of Pharmacy	Provide equitable and inclusive service to patients	Help recognized student organizations expand the reach of their health fairs and other patient care projects by assessing the needs of Wayne County and surrounding areas and seeking diverse populations for which to host screening and educational events.	In Progress		Almost Complete
College of Pharmacy	Provide equitable and inclusive service to patients	Outline expectations pertaining to diversity, equity and inclusion that all students are expected to adhere to when caring for patients (of all backgrounds) at IPPEs, APPEs, health fairs, and internships/jobs.	In Progress		Almost Complete
College of Pharmacy	Provide equitable and inclusive service to patients	Familiarize students with issues of inherent bias that may impact their ability to provide equitable service to patients from diverse backgrounds.	Complete		
College of Pharmacy	Provide equitable and inclusive service to patients	Incorporate more diverse patient cases into the Interprofessional Education course in order for student pharmacists to work with other health disciplines to determine how to best serve diverse patient populations.	In Progress		Somewhat Complete
College of Pharmacy	Provide equitable and inclusive service to patients	Develop a process to assess the healthcare needs of diverse patient populations.			
College of Pharmacy	Consider ways to incorporate the voices of patients or patient advocates, particularly those who represent underrepresented populations, into the pharmacy curriculum.	Meet with the curriculum committee members and faculty to discuss how patients can be involved in teaching course content.	In Progress		Just Started
College of Pharmacy	Consider ways to incorporate the voices of patients or patient advocates, particularly those who represent underrepresented populations, into the pharmacy curriculum.	Develop a plan for identifying patients or patient advocates who would be available to serve in this role.	Not Started		
College of Pharmacy	Develop relationships with community members of underserved populations through outreach/service projects.	Develop a questionnaire to assess their current level of connection with health professionals.			
College of Pharmacy	Develop relationships with community members of underserved populations through outreach/service projects.	Consider partnering with other U-M health science schools and colleges	Complete		
College of Pharmacy	Develop relationships with community members of underserved populations through outreach/service projects.	Provide equitable and inclusive service to patients	In Progress		Halfway Complete
Center for Research on Learning and Teaching	Continue to assess the impact of our programs/services on inclusive teaching and institutional climate and share information with key constituents about impact.	Design a targeted data collection process and collect preliminary data to measure the impact of Players' programs on sexual and gender-based harassment.	Complete		
Center for Research on Learning and Teaching	Continue to assess the impact of our programs/services on inclusive teaching and institutional climate and share information with key constituents about impact.	Compile evidence of impact of the range of our inclusive teaching programs into a short, accessible document to share with key constituents.	In Progress		Almost Complete













UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Center for Research on Learning and Teaching	Use and regularly refresh guidelines regarding principles and practices to help staff ensure that our programs and resources are accessible to as wide a range of clients as possible.	Follow up on summer 2018 retreat activity (staff self-assessment on accessible event planning and facilitation practices) with appropriate resources and additional training.	Complete		
Center for Research on Learning and Teaching	Use and regularly refresh guidelines regarding principles and practices to help staff ensure that our programs and resources are accessible to as wide a range of clients as possible.	Task area directors to ensure that principles and practices are integrated into regular workflows.	In Progress		Just Started
Center for Research on Learning and Teaching	Use and regularly refresh guidelines regarding principles and practices to help staff ensure that our programs and resources are accessible to as wide a range of clients as possible.	Ensure that best practices are incorporated into orientation processes/resources for all new staff.	In Progress		Somewhat Complete
Center for Research on Learning and Teaching	Use and regularly refresh guidelines regarding principles and practices to help staff ensure that our programs and resources are accessible to as wide a range of clients as possible.	Maintain our focus on accessible web practices as we implement our updated website.	In Progress		Somewhat Complete
Center for Research on Learning and Teaching	Use and regularly refresh guidelines regarding principles and practices to help staff ensure that our programs and resources are accessible to as wide a range of clients as possible.	Organize multi-area working group to produce materials to support accessible event planning and facilitation.	Complete		
Center for Research on Learning and Teaching	Build a vibrant, inclusive climate that facilitates productive collegial relationships across differences in backgrounds, identities, experiences, and professional roles and goals. This includes enhancing our ability as individuals and an organization to work in spaces of possible disagreement, ambiguity, or uncertainty produced by our many differences.	Explore the possibility of establishing an all-staff committee or working group dedicated to identifying and offering professional development in DEI (including a focus on how we work together, not just with clients) aligned with our internal strategic objectives.	Complete		
Center for Research on Learning and Teaching	Expand the capacity of staff in all roles to navigate diverse environments and constituencies in our work, including working effectively with people of diverse social identities and institutional roles.	Provide professional development for all staff focusing on DEI issues.	Complete		
Center for Research on Learning and Teaching	Improve and expand our online and print resources on diversity, equity and inclusion. Refine the website to ensure it is easily navigable and responsive to instructor needs and features our most-recent and most-used resources.	Publication of the CRLT Occasional Paper on supporting students facing mental health challenges.	Complete		
Center for Research on Learning and Teaching	Continue to assess the impact of our programs/services on inclusive teaching and institutional climate and share information with key constituents about impact.	Complete FCIT program assessment.	Complete		
Center for Research on Learning and Teaching	Continue to assess the impact of our programs/services on inclusive teaching and institutional climate and share information with key constituents about impact.	Analyze data collected on Seminar Series evaluations in previous two years about the success of our 'embedded' focus on inclusive teaching.	Complete		
Center for Research on Learning and Teaching	Develop internal communications to reflect and reinforce CRLT's and CRLT-Engin's commitment to a positive workplace climate for a diverse staff.	Leverage the new Senior Leadership Team (SLT) structure to move forward on developing and communicating to all staff appropriate university and center resources /pathways for action when climate concerns or bias incidents arise in the workplace.	Complete		
Center for Research on Learning and Teaching	Develop internal communications to reflect and reinforce CRLT's and CRLT-Engin's commitment to a positive workplace climate for a diverse staff.	Develop and distribute materials for onboarding new staff in ways that focus on the Center's diversity, identity, equity and inclusion goals			
Center for Research on Learning and Teaching	Increase success in attracting and retaining colleagues with diverse social identities in all roles, especially those from groups that have traditionally been underrepresented in faculty development.	Continue best practices for diversifying applicant pools for all positions.	Complete		

UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Center for Research on Learning and Teaching	Increase success in attracting and retaining colleagues with diverse social identities in all roles, especially those from groups that have traditionally been underrepresented in faculty development.	Continue to refine our hiring practices, using the guidance and resources CRLT colleagues developed for limiting bias in our hiring (e.g., aligning evaluations with specific hiring criteria).	Complete		
Center for Research on Learning and Teaching	Increase success in attracting and retaining colleagues with diverse social identities in all roles, especially those from groups that have traditionally been underrepresented in faculty development.	Where budget allows, continue to take advantage of short-term postdoctoral and predoctoral positions to recruit and mentor colleagues newer to the work of faculty development, including those who bring new perspectives to our workplace.	Complete		
Center for Research on Learning and Teaching	Improve and expand our online and print resources on diversity, equity and inclusion. Refine the website to ensure it is easily navigable and responsive to instructor needs and features our most-recent and most-used resources.	Ongoing revision and updating of “Diversity and Inclusion” section of CRLT website by DEI team members.	Complete		
Center for Research on Learning and Teaching	Improve and expand our online and print resources on diversity, equity and inclusion. Refine the website to ensure it is easily navigable and responsive to instructor needs and features our most-recent and most-used resources.	Completion of the STEM DEI page housed on CRLT-Engin’s website.	Complete		
Center for Research on Learning and Teaching	Improve and expand our online and print resources on diversity, equity and inclusion. Refine the website to ensure it is easily navigable and responsive to instructor needs and features our most-recent and most-used resources.	Ongoing use of the CRLT blog as a space to provide guidance and information related to campus diversity and inclusive teaching.	Complete		
Center for Research on Learning and Teaching	Improve and expand our online and print resources on diversity, equity and inclusion. Refine the website to ensure it is easily navigable and responsive to instructor needs and features our most-recent and most-used resources.	Development of a CRLT Occasional Paper focused on creating accessible classrooms, in (formal and informal) collaboration with various campus partners.	In Progress		Halfway Complete
Center for Research on Learning and Teaching	Continue to disseminate research through seminars, workshops, and CRLT Players performances focused on emerging diversity, equity and inclusion needs on campus. Also continue to promote CRLT’s wider influence on scholarship and practice related to diversity in teaching and learning through participation in national professional organizations, presentations at conferences, and publication of relevant scholarly articles.	Support DEI team members in presenting workshops and posters related to CRLT’s work at the POD Conference (our national professional conference for teaching center staff) and possibly other national conferences.	Complete		
Center for Research on Learning and Teaching	Continue to disseminate research through seminars, workshops, and CRLT Players performances focused on emerging diversity, equity and inclusion needs on campus. Also continue to promote CRLT’s wider influence on scholarship and practice related to diversity in teaching and learning through participation in national professional organizations, presentations at conferences, and publication of relevant scholarly articles.	Partner with LSA-Institutional Support Services to provide a venue for sharing about NINI (New Initiatives/New Infrastructure) grants, in connection with the Faculty Communities for Inclusive Teaching (FCIT) poster fair.	Complete		
Center for Research on Learning and Teaching	Continue to disseminate research through seminars, workshops, and CRLT Players performances focused on emerging diversity, equity and inclusion needs on campus. Also continue to promote CRLT’s wider influence on scholarship and practice related to diversity in teaching and learning through participation in national professional organizations, presentations at conferences, and publication of relevant scholarly articles.	Support the development of an inclusive teaching in STEM MOOC, based on a five-year NSF-funded IUSE grant	Complete		









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DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Center for Research on Learning and Teaching	Further strengthen our existing focus on diversity, equity and inclusion across all CRLT/CRLT-Engin programs and resources. (Embedded)	Maintain the diversity and inclusion focus in major campuswide programs/initiatives (e.g., Graduate Student Instructor Teaching Orientation GSITO, CRLT/CRLT-Engin seminar series, grants).	Complete		
Center for Research on Learning and Teaching	Further strengthen our existing focus on diversity, equity and inclusion across all CRLT/CRLT-Engin programs and resources. (Embedded)	Revise and train staff to implement a new version of the GSITO session on "Inclusive Teaching in the First Days and Beyond"; shift session plan to more effectively focus on inclusion throughout and to reflect our evolving resources in inclusive teaching used in other arenas.	Complete		
Center for Research on Learning and Teaching	Further strengthen our existing focus on diversity, equity and inclusion across all CRLT/CRLT-Engin programs and resources. (Embedded)	Program Managers in charge of any given program—seminar series, GSI Teaching Orientations, Preparing Future Faculty programming, Teaching Academies—review agendas to make sure content/focus is not lost from iteration to iteration.	Complete		
Center for Research on Learning and Teaching	Further strengthen our existing focus on diversity, equity and inclusion across all CRLT/CRLT-Engin programs and resources. (Embedded)	Continue using staff activities reports to provide a space for consultants to document contributions to programs as well as participation in relevant professional development, such as attending campus workshops or seminars or participating in conferences that help build DEI capacities.	Complete		
Center for Research on Learning and Teaching	Further strengthen our existing focus on diversity, equity and inclusion across all CRLT/CRLT-Engin programs and resources. (Embedded)	Continued DEI professional development for CRLT/CRLT-Engin consulting staff: ensure that all consultants can contribute to our DEI programming by running DEI-focused programs or embedding relevant material into sessions focused on other topics, as well as consultations.	Complete		
Center for Research on Learning and Teaching	Continue to offer a range of campuswide and customized programs that explicitly focus on diversity, equity and inclusion. (Explicit)	Consider developing online resources to be used for professional development in inclusive teaching for U-M instructors.	Complete		
Center for Research on Learning and Teaching	Continue to offer a range of campuswide and customized programs that explicitly focus on diversity, equity and inclusion. (Explicit)	Maintain a regular schedule of our highly evaluated programs: e.g., seminar series workshops (advanced practices, classroom climate, etc.), IT@M, Players sessions, Diversity and Inclusive Teaching 4-part seminar for GSIs (in collaboration with IGR and Rackham), ADVANCE collaborations.	Complete		
Center for Research on Learning and Teaching	Continue to offer a range of campuswide and customized programs that explicitly focus on diversity, equity and inclusion. (Explicit)	Continue to refine and expand our 'off-the-shelf' workshop offerings and inventory of shared handouts/activities to respond to customized workshop requests.	Complete		
Center for Research on Learning and Teaching	Continue to offer a range of campuswide and customized programs that explicitly focus on diversity, equity and inclusion. (Explicit)	Continue to respond to department and school requests for customized programming in inclusive teaching, offering programs tailored for specific disciplinary settings and faculty groups.	Complete		
Center for Research on Learning and Teaching	Continue to offer a range of campuswide and customized programs that explicitly focus on diversity, equity and inclusion. (Explicit)	Continue to improve our focus on accessibility as a dimension of inclusive teaching (both in our own facilitation practice and in the strategies/resources/research/examples we provide). Develop and share a checklist of accessibility considerations as a reference for all Program Managers when planning a program.	Complete		
Center for Research on Learning and Teaching	Continue to offer a range of campuswide and customized programs that explicitly focus on diversity, equity and inclusion. (Explicit)	Build on FY17 successful pilot of offering one Players sketch multiple times in a given period: highlight "Cuts," the Players session focused on microaggressions and climate, and "Moving the Needle," the session focused on sexual and gender harassment, to a wide range of campus audiences.	Complete		
Center for Research on Learning and Teaching	Continue to offer a range of campuswide and customized programs that explicitly focus on diversity, equity and inclusion. (Explicit)	Develop and pilot a Players sketch focused on learning needs of first-generation college students.	Complete		





















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DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Center for Research on Learning and Teaching	Continue to offer a range of campuswide and customized programs that explicitly focus on diversity, equity and inclusion. (Explicit)	Track both CRLT and CRLT-Engin programs: including the total number of registrants/participants, and overall evaluation ratings.	Complete		
Center for Research on Learning and Teaching	Continue to offer a range of campuswide and customized programs that explicitly focus on diversity, equity and inclusion. (Explicit)	In order to clarify 'pathways' of professional development for instructors, continue to occasionally differentiate intended audience of our programs. Continue in Seminar Series to offer and specify one 'foundations' session as well as two to three 'specialized topics' sessions.	Complete		
Center for Research on Learning and Teaching	Continue to offer a range of campuswide and customized programs that explicitly focus on diversity, equity and inclusion. (Explicit)	Explore possibility of designating services with DEI tab in database.	In Progress		Just Started
Center for Research on Learning and Teaching	Continue to offer a range of campuswide and customized programs that explicitly focus on diversity, equity and inclusion. (Explicit)	Continue to explore ways to engage undergraduate student consultations in our inclusive teaching programs.	In Progress		Almost Complete
Center for Research on Learning and Teaching	Stay well informed about evolving campus needs around DEI in order to provide programs and resources well attuned to current conversations.	Continue the broad range of practices we use to stay abreast of and share our insights about evolving campus discussions (e.g., key collaborations and committees, consultations with individuals and units, staff meetings, reading of student publications, etc.).	Complete		
Center for Research on Learning and Teaching	Stay well informed about evolving campus needs around DEI in order to provide programs and resources well attuned to current conversations.	Leverage relationships with Liaisons for Inclusive Teaching to learn about specific developments/needs in particular schools and colleges: meet with liaisons individually or in convened meetings (small or large groups).	In Progress		Halfway Complete
Center for Research on Learning and Teaching	Strengthen institutional structures and resources through which CRLT can provide vision and guidance to schools, colleges, and departments as they design professional development in inclusive teaching for new and continuing faculty.	Continue to share and consult about tailored implementation of the framework for professional development in inclusive teaching created by Rob Sellers' Task Force.	In Progress		Somewhat Complete
Center for Research on Learning and Teaching	Strengthen institutional structures and resources through which CRLT can provide vision and guidance to schools, colleges, and departments as they design professional development in inclusive teaching for new and continuing faculty.	Ensure all relevant CRLT staff are familiar with the framework and can use it as a tool in planning professional development for instructors at the unit/departmental level.	In Progress		Halfway Complete
Center for Research on Learning and Teaching	Strengthen institutional structures and resources through which CRLT can provide vision and guidance to schools, colleges, and departments as they design professional development in inclusive teaching for new and continuing faculty.	Continue to meet with the Liaisons for Inclusive Teaching in the structures/groupings that make the most sense for their goals and the university's initiatives around inclusive teaching.	Complete		
Center for Research on Learning and Teaching	Strengthen institutional structures and resources through which CRLT can provide vision and guidance to schools, colleges, and departments as they design professional development in inclusive teaching for new and continuing faculty.	Develop and share guidance for individuals and departments about multiple means to assess success in inclusive teaching, especially as units incorporate consideration of inclusive teaching as part of their regular review processes for instructors.	In Progress		Somewhat Complete
Center for Research on Learning and Teaching	Provide support for teaching in courses and disciplines specifically focused on diversity, equity and inclusion.	Under the lead of our dedicated instructional consultant, continue to work with LSA to provide focused pedagogical support for instructors (both faculty and GSI) in their Race & Ethnicity requirement.	Complete		
Center for Research on Learning and Teaching	Continue our collaborations with ADVANCE and the Provost's Office (including Provost Campus Leadership Program) to work on cultivating an institutional climate (beyond formal teaching and learning spaces) where faculty, administrators, and students of all backgrounds can excel.	Continue these collaborations through our established meetings and programs with Advance and PCLP.	Complete		






















UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Center for Research on Learning and Teaching	Continue to offer a range of campuswide and customized programs that explicitly focus on diversity, equity and inclusion. (Explicit)	Increase programs specifically focused on lecturers' professional development in inclusive teaching: pilot and assess LEO campuswide learning community and LSA New Lecturer Orientation.	Complete		
Duderstadt Center	Better understand the compositional diversity of DMC employee group.	Partner with Soundrocket in conducting a quantitative analysis of the student staff professional staff and administrators of the DMC.	Not Started		
Duderstadt Center	Better understand the compositional diversity of DMC employee group.	Work with university partners to better understand the diverse constituencies of North Campus.	In Progress		Just Started
Duderstadt Center	Better understand the compositional diversity of DMC employee group.	Share analysis findings with the DMC community, leaving space for reflection and feedback.	Not Started		
Duderstadt Center	Better understand the compositional diversity of DMC employee group.	Revise the strategic plan to reflect findings of compositional analysis.	Not Started		
Duderstadt Center	Better understand the compositional diversity of DMC employee group.	Meet with unique units housed in the Center to better understand their relationship to the strategic plan including but not limited to: the Art, Architecture, and Engineering Library; ArtsEngine; the Center for Entrepreneurship (CFE); the College of Engineering Computer Aided Engineering Network (CAEN); the Computer & Video Game Archive; the Digital Media Commons (DMC); and the Millennium Project.	In Progress		Just Started
Duderstadt Center	Increase the diversity among DMC employees at the Center through a more comprehensive hiring process.	Assess DMC hiring practices used for students and staff to identify barriers in hiring a more diverse team.	In Progress		Just Started
Duderstadt Center	Increase the diversity among DMC employees at the Center through a more comprehensive hiring process.	Communicate barriers found in hiring assessment to the DMC employee community.	In Progress		Just Started
Duderstadt Center	Create and implement an onboarding process designed to better support incoming DMC student staff and professional staff.	Conduct a needs based assessment of the onboarding process for DMC students and staff.	Not Started		
Duderstadt Center	Increase the diversity among DMC employees at the Center through a more comprehensive hiring process.	Partner with university HR to understand best practices in hiring and gaps in the DMC's hiring process.	In Progress		Just Started
Duderstadt Center	Increase the diversity among DMC employees at the Center through a more comprehensive hiring process.	Begin to develop standardized hiring practices in conversation with the DMC's employee community.	In Progress		Just Started
Duderstadt Center	Create and implement an onboarding process designed to better support incoming DMC student staff and professional staff.	Share results of DMC needs based assessment with DMC employee community.	Not Started		
Duderstadt Center	Create and implement an onboarding process designed to better support incoming DMC student staff and professional staff.	Develop and implement an annual orientation for all DMC Student Program members that explicitly addresses DEI.	Not Started		
Duderstadt Center	Create and implement an onboarding process designed to better support incoming DMC student staff and professional staff.	Source or begin to develop a DMC DEI training for all incoming professional staff.	Not Started		
Duderstadt Center	Evaluate and improve practices that support the success, retention and promotion of a diverse staff within the DMC.	Collect data as it is linked to professional development for professional and student staff.	Not Started		
Duderstadt Center	Evaluate and improve practices that support the success, retention and promotion of a diverse staff within the DMC.	Share findings of climate scan with the DMC employee community.	Not Started		
Duderstadt Center	Evaluate and improve practices that support the success, retention and promotion of a diverse staff within the DMC.	Work with university HR to better understand best practices linked to professional development.	Not Started		
Duderstadt Center	Evaluate and improve practices that support the success, retention and promotion of a diverse staff within the DMC.	Develop a series of DMC professional development opportunities that respond to climate scan results.	Not Started		
Duderstadt Center	Evaluate and improve practices that support the success, retention and promotion of a diverse staff within the DMC.	Empower DMC administrators to work with staff in understanding what their team's specific professional development needs are.	Not Started		















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DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Duderstadt Center	Facilitate learning across difference through a series of DEI-centered programming.	Develop an assessment tool to measure the impact of DEI programming.	Not Started		
Duderstadt Center	Facilitate learning across difference through a series of DEI-centered programming.	Continue a programming series with an intention to have DEI-related conversations.			
Duderstadt Center	Facilitate learning across difference through a series of DEI-centered programming.	Co-facilitate and host Identity Workshops open to all students, faculty, and staff in collaboration with Taubman College of Architecture and Urban Planning as funded through a grant out of the Office of Diversity, Equity and Inclusion at U-M.	Not Started		
Duderstadt Center	Facilitate learning across difference through a series of DEI-centered programming.	Develop and facilitate DEI-related programming specifically for the DMC Student Program community.	Not Started		
Duderstadt Center	Prepare DMC employees to better support and facilitate inclusive teaching and learning within DMC spaces.	Include DEI accommodations in the consultation of DMC spaces.	In Progress		Just Started
Duderstadt Center	Prepare DMC employees to better support and facilitate inclusive teaching and learning within DMC spaces.	Develop training resources that better prepare DMC employees to more inclusively provide consultation.	Not Started		
Duderstadt Center	Prepare DMC employees to better support and facilitate inclusive teaching and learning within DMC spaces.	Meet with Services for Students with Disabilities office to discuss methods to inclusively support students with disabilities in the DMC's unique spaces.	Not Started		
Duderstadt Center	Prepare DMC employees to better support and facilitate inclusive teaching and learning within DMC spaces.	Invest in developing the cultural competency skills of DMC professional and student consultants through trainings and workshops.	Not Started		
Duderstadt Center	Improve internal DMC staff dynamics to create a more equitable and inclusive climate.	Conduct a climate scan of DMC professional and student staff sharing results with the DMC community.	Not Started		
Duderstadt Center	Improve internal DMC staff dynamics to create a more equitable and inclusive climate.	Begin the development of an internal DMC communications plan.	Not Started		
Duderstadt Center	Improve internal DMC staff dynamics to create a more equitable and inclusive climate.	Begin the formal reviews of salary, opportunities, and promotions of DMC staff and admins in partnership with university HR.	Not Started		
Duderstadt Center	Improve internal DMC staff dynamics to create a more equitable and inclusive climate.	Partner with Human Resources to develop appropriate pathways for conflict resolution.	Not Started		
Duderstadt Center	Improve internal DMC staff dynamics to create a more equitable and inclusive climate.	Review the university's Diversity, Non-discrimination and Conflict Resolution Policy and Procedure with the DMC community.	Not Started		
Duderstadt Center	Improve internal DMC staff dynamics to create a more equitable and inclusive climate.	Improve DMC transparency by sending regular DEI update emails, and calling for active participation in DEI conversations.	Not Started		
Duderstadt Center	Foster a positive climate that encourages the DMC employee group to embrace DEI as core values driving work at the Center.	Begin conversations with HR on including DEI competencies into performance evaluation form and processes.	Not Started		
Duderstadt Center	Foster a positive climate that encourages the DMC employee group to embrace DEI as core values driving work at the Center.	Assess training needs and coordinate trainings for DMC staff and administrators that increase cultural awareness of diverse identities.	In Progress		Just Started
Duderstadt Center	Foster a positive climate that encourages the DMC employee group to embrace DEI as core values driving work at the Center.	Create a DEI statement that includes a clear declaration of the Center's belief in the importance of DEI as a guiding core principle.	Complete		
Duderstadt Center	Foster a positive climate that encourages the DMC employee group to embrace DEI as core values driving work at the Center.	Offer ongoing community driven events for DMC employees across difference to connect at the Center.	In Progress		Just Started
Duderstadt Center	Foster a positive climate that encourages the DMC employee group to embrace DEI as core values driving work at the Center.	Continue to support a DEI DMC staff committee that is responsible for assessing the unit climate yearly and assisting with moving the strategic plan forward.	In Progress		
Duderstadt Center	Create a more equitable and inclusive environment for users across identities at the DMC.	Begin developing a user-centered assessment tool in collaboration with DMC employee groups.	Not Started		
















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DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Duderstadt Center	Create a more equitable and inclusive environment for users across identities at the DMC.	Develop a DEI- and accessibility-related online feedback form for users of the DMC.	Not Started		
Duderstadt Center	Create a more equitable and inclusive environment for users across identities at the DMC.	Host DEI transparency meetings each semester.	Not Started		
Duderstadt Center	Create a more equitable and inclusive environment for users across identities at the DMC.	Develop and host DEI-centered programming for students, faculty and staff.	In Progress		Just Started
Duderstadt Center	Improve accessibility of the Center's facilities.	Begin to explore funding that would support accessibility changes to the building.	In Progress		Just Started
Duderstadt Center	Improve accessibility of the Center's facilities.	Partner with the campus accessibility office to review the Center's current spaces for accessibility and inclusiveness.	Not Started		
Duderstadt Center	Improve accessibility of the Center's facilities.	Offer training for DMC professional/admins and student staff that explores principles of user-centered design.	Not Started		
Duderstadt Center	Improve accessibility of the Center's facilities.	Explore options to receive feedback on our accessibility efforts through focus groups or other qualitative approaches.	Not Started		
Duderstadt Center	Effectively incorporate DEI into the customer service model of the DMC.	Assess and share the ways in which DEI is currently incorporated in the customer service model at the DMC.	Not Started		
Duderstadt Center	Effectively incorporate DEI into the customer service model of the DMC.	Explore university best practices to better support users through an inclusive user-centered customer service model.	Not Started		
Duderstadt Center	Effectively incorporate DEI into the customer service model of the DMC.	Work with each DMC team to explore options to more inclusively provide customer support in their respective spaces.	In Progress		Just Started
Duderstadt Center	Effectively incorporate DEI into the customer service model of the DMC.	Work with university partners to better support international students, and students whose first language is not English.	Not Started		
Duderstadt Center	Effectively incorporate DEI into the customer service model of the DMC.	Ensure all DMC websites are ADA-compliant.	In Progress		Just Started
Duderstadt Center	Communicate DEI as guiding principles of the DMC community to the public.	Create a DEI statement and printable statement flyer.	Not Started		
Duderstadt Center	Communicate DEI as guiding principles of the DMC community to the public.	Create a DEI section on the DMC's website.	Not Started		
Duderstadt Center	Communicate DEI as guiding principles of the DMC community to the public.	Increase visibility of DEI resources to DMC students, professional staff and users at the Center.	Not Started		
Duderstadt Center	Communicate DEI as guiding principles of the DMC community to the public.	Communicate the importance of honoring and celebrating difference to the DMC's constituencies.	Not Started		
Duderstadt Center	Communicate DEI as guiding principles of the DMC community to the public.	Utilize university marketing strategies to better reflect the diversity of the Center through branding on the website, social media pages, and physical spaces.	Not Started		
Duderstadt Center	Recruit and support a more diverse user community.	Utilize user demographic assessment to develop outreach strategies to better support diverse communities.	Not Started		
Duderstadt Center	Recruit and support a more diverse user community.	Explore potential funding for recruiting and supporting an equitable representation of student projects.	Not Started		
Duderstadt Center	Recruit and support a more diverse user community.	In collaboration with university resources, begin to develop a marketing strategy that intentionally considers outreach to underrepresented communities.	Not Started		
Duderstadt Center	Recruit and support a more diverse user community.	Partner with a broad range of units to share Duderstadt resources with a larger audience.	Not Started		
















UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Duderstadt Center	Recruit and support a more diverse user community.	Host DEI transparency meetings for students and faculty to share their voice around policy, working to provide diverse communities with more agency in decision-making at the Center.	Not Started		
Department of Public Safety and Security	Increase targeted recruitment through outreach initiatives and establish metrics for success to promote the entrance of a diverse pool of talent.	Continuously track year-to-year diversity of staff recruitment and recommended actions: DPSS will continue partnering with the Direct Employers recruitment consortium whose mission is "to provide employers an employment network that is cost-effective, improves labor market efficiency, and reaches a diverse national and international workforce."	Complete		
Department of Public Safety and Security	Increase targeted recruitment through outreach initiatives and establish metrics for success to promote the entrance of a diverse pool of talent.	Continue to assess the diversity of applicant pools over a two-year period: review each job posting using applicant summary report within eRecruit.	Complete		
Department of Public Safety and Security	Increase targeted recruitment through outreach initiatives and establish metrics for success to promote the entrance of a diverse pool of talent.	Continue to assess the diversity of applicant pools over a two-year period: utilize same data once interview pool is narrowed down.	Complete		
Department of Public Safety and Security	Increase targeted recruitment through outreach initiatives and establish metrics for success to promote the entrance of a diverse pool of talent.	Continue to assess the diversity of applicant pools over a two-year period: use goal and reporting data within that report.	Complete		
Department of Public Safety and Security	Increase targeted recruitment through outreach initiatives and establish metrics for success to promote the entrance of a diverse pool of talent.	Continue to assess the diversity of applicant pools over a two-year period: Note affected positions and actions taken.	Complete		
Department of Public Safety and Security	Analyze retention and professional development progress across DPSS departments and job classifications.	Analyze exit and turnover data over two years.	Complete		
Department of Public Safety and Security	Expand opportunities for growth for DPSS staff through the creation of a professional development program.	Develop curriculum based on collaboration and feedback from internal and external organizational development experts.	Complete		
Department of Public Safety and Security	Analyze retention and professional development progress across DPSS departments and job classifications.	Identify ways to consistently implement systematic exit interviews and mechanisms to disseminate and address findings from interviews with all DPSS exits beginning FY19.	Complete		
Department of Public Safety and Security	Expand opportunities for growth for DPSS staff through the creation of a professional development program.	Continue to design professional development programs that offer staff education on campuswide professional development opportunities and facilitate internal events and programs for all DPSS staff throughout FY19.	Complete		
Department of Public Safety and Security	Expand opportunities for growth for DPSS staff through the creation of a professional development program.	Collaborate with DPSS training council regarding appropriate curriculum and training needs. DPSS training council is a cross-functional representation of Division staff. DPSS training council is responsible for identifying divisional training needs and capturing department/job specific training requirements.	Complete		
Department of Public Safety and Security	Increase DPSS personnel competency in the hiring process in regard to diversity, equity and inclusion to ensure a fair hiring process.	Create and provide a checklist (i.e., review of hiring and selection order) and conduct in-depth training for hiring committee members and recruiting representatives. Training to include, but not limited to the following into FY19: Unconscious Bias, University Employee Selection and Hiring Training (LPD), and potential observation of the hiring process.	Complete		
Department of Public Safety and Security	Expand opportunities for growth for DPSS staff through the creation of a professional development program.	Incorporate professional development plans into the performance management process beginning FY 19.	Complete		
Department of Public Safety and Security	Increase DPSS personnel competency in the hiring process in regard to diversity, equity and inclusion to ensure a fair hiring process.	Continue to identify core hiring committee members and recruiting representatives.	Complete		



















UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Department of Public Safety and Security	Increase DPSS personnel competency in the hiring process in regard to diversity, equity and inclusion to ensure a fair hiring process.	Continue to identify diversity, equity and inclusion training, with a focus on equitable hiring practices. All hiring committee members and recruiting representatives will successfully complete this training prior to participation in the selection process.	Complete		
Department of Public Safety and Security	Increase DPSS personnel competency in the hiring process in regard to diversity, equity and inclusion to ensure a fair hiring process.	Create and provide a checklist (i.e. review of hiring and selection order) and conduct in-depth training for hiring committee members and recruiting representatives. Training to include, but not limited to the following into FY19: Research hiring training video to be used for hiring committee members and recruiting representatives.	In Progress		Almost Complete
Department of Public Safety and Security	Increase DPSS personnel competency in the hiring process in regard to diversity, equity and inclusion to ensure a fair hiring process.	Review hiring demographics annually.	Complete		
Department of Public Safety and Security	Increase DPSS personnel competency in the hiring process in regard to diversity, equity and inclusion to ensure a fair hiring process.	Incorporate into the DPSS hiring and selection order a process by which the hiring committee members can provide feedback.	Complete		
Department of Public Safety and Security	Develop a variety of diversity, equity and inclusion educational events, which promote collaboration and communication between DPSS and the university community we serve.	Continue to create diversity, equity and inclusion educational platforms that allow for engagement and communication with DPSS and the community we serve into FY19.	Complete		
Department of Public Safety and Security	Ensure all DPSS personnel participate in annual diversity, equity and inclusion training.	Establish timelines for ongoing DEI trainings with a focus on increased participation throughout FY19.	Complete		
Department of Public Safety and Security	Ensure all DPSS personnel participate in annual diversity, equity and inclusion training.	Identify and track annual participation rate and include applicable DEI training in performance review documentation.	Complete		
Department of Public Safety and Security	Develop a variety of diversity, equity and inclusion educational events, which promote collaboration and communication between DPSS and the university community we serve.	Continue maintenance of DPSS calendar of events with active monitoring for other university-sponsored diversity, equity and inclusion opportunities; building relationships and trust with our community.	Complete		
Department of Public Safety and Security	Develop a variety of diversity, equity and inclusion educational events, which promote collaboration and communication between DPSS and the university community we serve.	Participate in and promote a DPSS-sponsored event during October 2018 university summit.	Complete		
Department of Public Safety and Security	Develop a variety of diversity, equity and inclusion educational events, which promote collaboration and communication between DPSS and the university community we serve.	Participate in and promote a DPSS-sponsored event during university MLK 2019.	Complete		
Department of Public Safety and Security	Increase awareness and interest about careers within DPSS to attract a diverse talent pool.	Continue to establish a mechanism to explore equitable opportunities, increased interest, and knowledge for a diverse mix of students on careers within DPSS through FY19.	Complete		
Department of Public Safety and Security	Increase awareness and interest about careers within DPSS to attract a diverse talent pool.	Continue to generate interest from diverse groups with continued targeted advertisement and engagement to expand our talent pool.	Complete		
Department of Public Safety and Security	Collaborate with university partners such as: the Office for Institutional equity Services for Students with Disabilities, and the Spectrum Center to increase awareness and education on diverse cultural groups, identities, and disabilities.	Increase awareness and education on diverse cultural groups, identities, and disabilities for DPSS staff by collaborating with other university partners to take advantage of established programs.	Complete		
Department of Public Safety and Security	Increase awareness and interest about careers within DPSS to attract a diverse talent pool.	Continue engagement with Student Life about opportunities to meet with students through FY19.	Complete		
Department of Public Safety and Security	Increase awareness and interest about careers within DPSS to attract a diverse talent pool.	Continue monthly meeting with DPSS Student Life liaison and DPSS DEI program manager.	Complete		


















UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Department of Public Safety and Security	Increase awareness and interest about careers within DPSS to attract a diverse talent pool.	Attend International Association of Chief of Police, Women's Leadership Institute in FY19, with plans to host this event FY20 or FY21.	Complete		
Department of Public Safety and Security	Provide platforms where staff can safely express opinions, ask questions, and discuss issues surrounding diversity, equity and inclusion.	Establish formal methods to communicate where staff can safely express opinions, ask questions and discuss issues surrounding DEI.	Complete		
Department of Public Safety and Security	Collaborate with university partners such as: the Office for Institutional equity Services for Students with Disabilities, and the Spectrum Center to increase awareness and education on diverse cultural groups, identities, and disabilities.	Partner with the International Center and International student groups to provide training for DPSS personnel on cultural identities. This includes events and activities to discuss public safety globally.	Complete		
Department of Public Safety and Security	Provide platforms where staff can safely express opinions, ask questions, and discuss issues surrounding diversity, equity and inclusion.	Continue to analyze findings from the DPSS Staff Satisfaction Survey and the University Climate Survey to identify themes and opportunities for growth into FY19, addressing findings into FY20.	Complete		
Department of Public Safety and Security	Provide platforms where staff can safely express opinions, ask questions, and discuss issues surrounding diversity, equity and inclusion.	Review and disseminate best practices and guidelines for facilitating dialogue on diversity, equity and inclusion during meetings.	Complete		
Department of Public Safety and Security	Invest in data collection technology to more efficiently measure services and their impact on the university community we serve to eliminate unintended bias, deliver equitable services, and improve quality of life.	Continue to leverage technology to create multiple platforms that collect and analyze data in FY19.	Complete		
Department of Public Safety and Security	Invest in data collection technology to more efficiently measure services and their impact on the university community we serve to eliminate unintended bias, deliver equitable services, and improve quality of life.	Continue the development of use- friendly feedback and complaint forms are in development for use on the DPSS homepage for FY19.	Complete		
Department of Public Safety and Security	Provide education and cross-functional opportunities, encouraging collaboration and better understanding of each other's roles.	Identify and create opportunities for DPSS staff to participate in cross-functional activities that foster collaboration and awareness to create a culture of organizational efficiency and effectiveness around inclusion.	Complete		
Department of Public Safety and Security	Provide education and cross-functional opportunities, encouraging collaboration and better understanding of each other's roles.	Provide continued support for cross-functional learning opportunities between roles in DPSS to foster collaboration and awareness.			
Department of Public Safety and Security	Provide education and cross-functional opportunities, encouraging collaboration and better understanding of each other's roles.	DPSS housing security and Michigan Medicine shift supervisors will continue to complete crossfunctional training and continue to find ways to improve our delivery of service.	Complete		
Department of Public Safety and Security	Provide a mechanism for the community to provide real-time feedback to DPSS staff and ensure timely and considerate responses.	Extract and analyze data from the community from multiple mechanisms to provide feedback to DPSS.	Complete		
Department of Public Safety and Security	Provide a mechanism for the community to provide real-time feedback to DPSS staff and ensure timely and considerate responses.	Analyze to ensure timely and considerate responses and determine target turnaround time.	Complete		
Department of Public Safety and Security	Provide a mechanism for the community to provide real-time feedback to DPSS staff and ensure timely and considerate responses.	Continue to utilize the DPSS Student Advisory Board and other student groups for both feedback and discussion of findings from and for our student community.	Complete		
Ford School of Public Policy	Make diversity more visible and celebrated.	Explore ways in which less-visible identities and backgrounds of faculty and staff can be shared and celebrated in respectful ways.	Complete		
Ford School of Public Policy	Increase, in measurable ways, the diversity of students in our degree programs, with particular interest in recruiting students from underrepresented backgrounds.	Continue and further refine masters and PhD recruitment plans.	Complete		

















UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Ford School of Public Policy	Recruit and retain a faculty that is diverse across multiple dimensions.	Review, monitor, and refine processes and strategies used to recruit more diverse applicant pools for faculty searches.	Complete		
Ford School of Public Policy	Increase, in measurable ways, the diversity of students in our degree programs, with particular interest in recruiting students from underrepresented backgrounds.	Review, monitor, and refine processes and strategies used to recruit more diverse student applicant pools through multiple collaborations and partnerships, pipeline programs, communications and outreach strategies, and revised admissions processes.	Complete		
Ford School of Public Policy	Increase, in measurable ways, the diversity of students in our degree programs, with particular interest in recruiting students from underrepresented backgrounds.	Continue and further refine BA recruitment plan to build on gains achieved in increasing the diversity of the BA applicant pool in FY 2018.	Complete		
Ford School of Public Policy	Recruit and retain a faculty that is diverse across multiple dimensions.	Continue to vet a more detailed protocol for faculty searches.	Complete		
Ford School of Public Policy	Recruit and retain a faculty that is diverse across multiple dimensions.	Continue to provide bias workshops/training for governing faculty and continue requiring all search committee members to complete the ADVANCE program's STRIDE workshop.	In Progress		Almost Complete
Ford School of Public Policy	Recruit and retain a faculty that is diverse across multiple dimensions.	Explore possibility of developing a postdoctoral fellowship program to launch in FY19.	Complete		
Ford School of Public Policy	Recruit and retain a faculty that is diverse across multiple dimensions.	Continue the development of mentoring plan for junior faculty.	Complete		
Ford School of Public Policy	Recruit and retain a diverse staff	Continue and enhance attention to DEI in the hiring process.	In Progress		Somewhat Complete
Ford School of Public Policy	Recruit and retain a diverse staff	Require those making hiring decisions to participate in bias and DEI training.	In Progress		Somewhat Complete
Ford School of Public Policy	Recruit and retain a diverse staff	Continue to include area on the annual evaluation form to document the diversity, equity and inclusion activities engaged in by faculty.	Complete		
Ford School of Public Policy	To provide faculty with the tools to create and foster a diverse, equitable, and inclusive classroom	Continue to work with U-M resources to develop DEI Workshop(s), and more generally, expand opportunities for DEI skill-building.	Complete		
Ford School of Public Policy	To provide faculty with the tools to create and foster a diverse, equitable, and inclusive classroom	Strongly encourage new faculty to participate in DEI Workshop(s).	In Progress		Somewhat Complete
Ford School of Public Policy	To provide faculty with the tools to create and foster a diverse, equitable, and inclusive classroom	Strongly encourage continuing faculty to participate in DEI Workshop(s).	In Progress		Somewhat Complete
Ford School of Public Policy	To provide faculty with the tools to create and foster a diverse, equitable, and inclusive classroom	Prepare some materials for faculty regarding the history of public policies that have shaped and contributed to inequities and discrimination that can be used in multiple courses.	Complete		
Ford School of Public Policy	To provide faculty with the tools to create and foster a diverse, equitable, and inclusive classroom	Continue supporting 'teaching transformation' and innovative strategies for addressing DEI in the classroom.	Complete		
Ford School of Public Policy	To provide faculty with the tools to create and foster a diverse, equitable, and inclusive classroom	Explore opportunities to create inclusive teaching faculty support groups.	Complete		
Ford School of Public Policy	To provide faculty with the tools to create and foster a diverse, equitable, and inclusive classroom	Compile in an M+Box teaching resources and supports, including resources regarding engaged learning; inclusive teaching; teaching challenges; and managing difficult classroom dynamics/conversations.	Complete		
Ford School of Public Policy	To ensure that Ford School classes are diverse, equitable, and inclusive, and that we increase attention to issues of diversity and social equity in classrooms.	Continue to review curriculum and incorporate DEI content into it more fully.	Complete		














UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Ford School of Public Policy	To increase support for students in the rigorous, quantitative core courses in the MPP/MPA curricula.	Continue to implement Peer Quantitative Support program to provide additional support to students in quantitative core courses.	Complete		
Ford School of Public Policy	To provide GSIs with the tools to create and foster a diverse, equitable, and inclusive classroom.	Continue to provide enhanced DEI training for Graduate Student Instructors.	Complete		
Ford School of Public Policy	To provide GSIs with the tools to create and foster a diverse, equitable, and inclusive classroom.	Extend GSI training to Ford School students who are GSIs in other units.	Complete		
Ford School of Public Policy	To ensure that Ford School classes are diverse, equitable, and inclusive, and that we increase attention to issues of diversity and social equity in classrooms.	CORE REQUIREMENTS: Implement BA curriculum changes that ensure increased DEI content into BA core courses.	Complete		
Ford School of Public Policy	To ensure that Ford School classes are diverse, equitable, and inclusive, and that we increase attention to issues of diversity and social equity in classrooms.	CORE REQUIREMENTS: Review MPP/MPA curricula to ensure DEI content in core and elective courses.	Complete		
Ford School of Public Policy	To ensure that Ford School classes are diverse, equitable, and inclusive, and that we increase attention to issues of diversity and social equity in classrooms.	ELECTIVES: Continue to expand offerings of DEI materials in electives and/or publicize more fully existing content and offerings.	In Progress		Somewhat Complete
Ford School of Public Policy	To ensure that Ford School classes are diverse, equitable, and inclusive, and that we increase attention to issues of diversity and social equity in classrooms.	Assess special needs of ESL students in terms of their written and verbal communication, and provide new and tailored supports and resources.	Complete		
Ford School of Public Policy	To ensure that Ford School classes are diverse, equitable, and inclusive, and that we increase attention to issues of diversity and social equity in classrooms.	Add new courses to the curriculum that focus on DEI issues from a public policy perspective, taught or co-taught by DEI Officer.	Complete		
Ford School of Public Policy	To ensure that all FSPP students are equipped to work and live in a diverse, multicultural world.	Develop DEI guest speakers fund to encourage faculty to bring in diverse speakers to their classes, and to leverage diversity in our alumni network.	Complete		
Ford School of Public Policy	To ensure that all FSPP students are equipped to work and live in a diverse, multicultural world.	Explore creation of a program in which volunteer alumni are matched with one to two current students for career-oriented guidance and mentoring.	Complete		
Ford School of Public Policy	Enhance the extent to which DEI values and themes are prominently reflected in the school's research portfolio and in the faculty's public and policy engagement efforts	Explore opportunities for students to engage in politically diverse discussions and debates that build skills in civic engagement, professionalism, and policy analysis.	Complete		
Ford School of Public Policy	Enhance the extent to which DEI values and themes are prominently reflected in the school's research portfolio and in the faculty's public and policy engagement efforts	Offer series of policy brown bag discussions and workshops on tensions in public policy related to equity and inclusions (e.g., tensions between free speech and hate speech, immigration policy, criminal justice reform, etc.).	Complete		
Ford School of Public Policy	Promote shared values, norms and practices that foster mutual respect, and that help students engage in difficult yet productive conversations. (Constituency: faculty, staff students)	Continue to work with Dean of the Ford School on a specific agenda to showcase his goals and leadership in the DEI mission of the school.	Complete		
Ford School of Public Policy	Foster more widespread participation to engage with and celebrate diversity.	Analyze Ford-specific data cultivated from U-M climate surveys to track climate for each constituency.	Complete		
Ford School of Public Policy	Foster more widespread participation to engage with and celebrate diversity.	Continue to identify opportunities and processes for faculty, staff and students to engage with new Dean and new DEI Officer regarding DEI issues and ideas.	Complete		
Ford School of Public Policy	Foster more widespread participation to engage with and celebrate diversity.	Expand engagement with National Center for Faculty Development and Diversity (NCFDD – online program for faculty development).	In Progress		Somewhat Complete
Ford School of Public Policy	Foster more widespread participation to engage with and celebrate diversity.	Continue extending NCFDD resources to PhD students.	In Progress		Somewhat Complete















UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Ford School of Public Policy	Promote shared values, norms, and practices that foster mutual respect, and that help students engage in difficult yet productive conversations. (Constituency: students - BA, Masters, and PhD)	Determine how best to use orientation, other programs, newsletters, and other announcements to communicate and discuss community standards regarding respectful and professional means of engaging in issues of DEI.	Complete		
Ford School of Public Policy	Promote shared values, norms, and practices that foster mutual respect, and that help students engage in difficult yet productive conversations. (Constituency: faculty, staff and students)	Explore and launch a newsletter to communicate DEI updates to members of our community.	Complete		
Ford School of Public Policy	Promote shared values, norms, and practices that foster mutual respect, and that help students engage in difficult yet productive conversations. (Constituency: faculty, staff and students)	Continue developing new and tailored approaches to introducing DEI agenda and skills related to inclusivity at orientation; tie DEI into leadership development.	Complete		
Ford School of Public Policy	Promote shared values, norms, and practices that foster mutual respect, and that help students engage in difficult yet productive conversations. (Constituency: faculty, staff and students)	Continue to assess and enhance understanding of role of social media in creating climate.	In Progress		Somewhat Complete
Ford School of Public Policy	Promote shared values, norms, and practices that foster mutual respect, and that help students engage in difficult yet productive conversations. (Constituency: faculty, staff and students)	Recognize a variety of Heritage Months, including African American History Month, Women's History Month, and others.	Complete		
Ford School of Public Policy	Promote shared values, norms, and practices that foster mutual respect, and that help students engage in difficult yet productive conversations. (Constituency: faculty, staff and students)	Design and implement "Café Fordie" program (optional program through which students would be randomly matched with a classmate each month for coffee).	Complete		
Ford School of Public Policy	Promote shared values, norms, and practices that foster mutual respect, and that help students engage in difficult yet productive conversations. (Constituency: faculty, staff and students)	Continue to expand opportunities for informal engagement among constituents, including (a) increased 'take a faculty to lunch' program.	In Progress		Somewhat Complete
Ford School of Public Policy	Promote shared values, norms, and practices that foster mutual respect, and that help students engage in difficult yet productive conversations. (Constituency: faculty, staff and students)	Continue to expand opportunities for informal engagement among constituents, including (b) expand informal research and policy engagement sessions e.g., Faculty Showcase).	Complete		
Ford School of Public Policy	Promote shared values, norms, and practices that foster mutual respect, and that help students engage in difficult yet productive conversations. (Constituency: faculty, staff and students)	Continue to expand opportunities for informal engagement among constituents, including (c) at least one/semester community conversation.	Complete		
Ford School of Public Policy	Promote shared values, norms, and practices that foster mutual respect, and that help students engage in difficult yet productive conversations. (Constituency: faculty, staff and students)	Continue to expand opportunities for informal engagement among constituents, including (d) increase opportunities for faculty and staff to learn from each other.	Complete		
Ford School of Public Policy	Foster more widespread participation to engage with and celebrate diversity.	Continue to include DEI materials in at least two staff development workshops annually.	Complete		
Ford School of Public Policy	Foster more widespread participation to engage with and celebrate diversity.	Continue to identify faculty and staff who can act as a resource for students who experience discrimination or insensitive remarks.	Complete		
Ford School of Public Policy	Enhance the Ford School's support services to meet the needs of students from diverse backgrounds.	Encourage nominations for U-M DEI-related awards.	Complete		
Ford School of Public Policy	Commitment to DEI values is projected broadly in effort to promote support for DEI values in public policy discourse across the US and in the world.	Continue to publicize (on website and in other materials) DEI related activity at the Ford School — including public events, scholarship, and public policy engagement.	Complete		
Ford School of Public Policy	Increase, in measurable ways, the diversity of students in our undergraduate program, with particular interest in recruiting students from underrepresented backgrounds.	Leverage connections with the Black Student Union and other recognized student organizations focused on issues relating to diverse populations, through an Ambassador program.	Complete		
Ford School of Public Policy	Increase, in measurable ways, the diversity of students in our undergraduate program, with particular interest in recruiting students from underrepresented backgrounds.	Strengthen connection with the Comprehensive Studies Program.	Complete		












UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Ford School of Public Policy	Increase, in measurable ways, the diversity of students in our undergraduate program, with particular interest in recruiting students from underrepresented backgrounds.	Review and revise the curriculum.	Complete		
Ford School of Public Policy	Maintain, and if possible increase, in measurable ways, the diversity of students in our graduate programs, with particular interest in recruiting students from underrepresented backgrounds.	Offer PPIA — a 7-week Summer Pipeline Program for 18 students, one of four such programs nationally.	Complete		
Ford School of Public Policy	Maintain, and if possible increase, in measurable ways, the diversity of students in our graduate programs, with particular interest in recruiting students from underrepresented backgrounds.	Create communication strategies and targeted recruiting with individuals, organizations, and offices both inside and outside the University of Michigan.	Complete		
Ford School of Public Policy	Maintain, and if possible increase, in measurable ways, the diversity of students in our graduate programs, with particular interest in recruiting students from underrepresented backgrounds.	Strategic partnerships to offer numerous financial aid.	Complete		
Ford School of Public Policy	Equip students with the ability to traverse issues of diversity, equity and inclusion, as it relates to analyzing, making, and implementing policy.	Including a DEI-related workshop during our mandatory orientation programs.	Complete		
Ford School of Public Policy	Equip students with the ability to traverse issues of diversity, equity and inclusion, as it relates to analyzing, making, and implementing policy.	Revised PubPol 810 course for incoming PhD students that integrates scholarship from multiple disciplines.	Complete		
Ford School of Public Policy	Equip students with the ability to traverse issues of diversity, equity and inclusion, as it relates to analyzing, making, and implementing policy.	Created Course on "Facilitating Dialogue Across Fault-Lines" — 1.5 credits, now offered twice per year.	Complete		
Ford School of Public Policy	Enhance the Ford School's support services to meet the needs of domestic and international students from diverse backgrounds and circumstances.	Student guide program to help 1st-year masters students acclimate.	Complete		
Ford School of Public Policy	Enhance the Ford School's support services to meet the needs of domestic and international students from diverse backgrounds and circumstances.	Module on American government in advance of first- year coursework.	Complete		
Ford School of Public Policy	Develop recruitment, hiring, and development processes to attract and retain a faculty that is diverse across multiple dimensions.	Using our visiting faculty and Towsley Policymaker-in- Residence programs as a means of diversifying the perspectives of our faculty.	Complete		
Ford School of Public Policy	Develop recruitment, hiring, and development processes to attract and retain a faculty that is diverse across multiple dimensions.	Leverage our various speaker series, including our Tuesday faculty lunches, to bring individuals with diverse perspectives to the Ford School.	Complete		
Ford School of Public Policy	Develop recruitment, hiring, and development processes to attract and retain a faculty that is diverse across multiple dimensions.	Requiring search committee chairs to attend the ADVANCE STRIDE workshop.	Complete		
Ford School of Public Policy	Recruit, develop, and retain a diverse staff that values working in a diverse environment. In this effort, we aim to continue to increase the diversity of our staff across multiple dimensions in order to ensure diversity of thought and experience in our workforce.	An inclusive hiring process that involves teams of staff conducting interviews, a tiered hiring process, and widespread advertisements of jobs.	Complete		














UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Ford School of Public Policy	To foster and enhance an equitable and inclusive staff climate, where all staff feel valued and respected by their peers, faculty, and students.	Regular DEI-related workshops for staff.	Complete		
Ford School of Public Policy	To foster and enhance an equitable and inclusive staff climate, where all staff feel valued and respected by their peers, faculty, and students.	Staff climate survey.	Complete		
Ford School of Public Policy	To continue to improve on the Ford School's history of strong staff/faculty interactions and address the challenges that school growth has had on these relationships.	Faculty information sessions, which give staff the opportunity to learn more about faculty research.	Complete		
Ford School of Public Policy	To provide all faculty and GSIs with the tools to create and foster a diverse, equitable, and inclusive classroom.	Regular DEI-related workshops for faculty, focused on enhancing their teaching skills.	Complete		
Ford School of Public Policy	To provide all faculty and GSIs with the tools to create and foster a diverse, equitable, and inclusive classroom.	Mandatory orientation for GSIs which includes DEI-related training.	Complete		
Ford School of Public Policy	Foster more widespread participation across members of the Ford School community to engage with and celebrate our diversity.	Community dialogues and/or Policy Talks focused on DEI, coordinated among the multiple constituencies of the Ford School and among multiple administrative offices.	Complete		
Ford School of Public Policy	Improve the cultural competencies of all members of the Ford School community.	Community-wide celebrations of holidays such as Lunar New Year and Diwali.	Complete		
Ford School of Public Policy	Promote shared values, norms, and practices that foster mutual respect, and that help faculty, staff and students engage in difficult yet productive conversations.	Legally permissible small-grants fund for students interested in initiating DEI-related programming, and publicize the availability of these funds widely.	Complete		
Ford School of Public Policy	The Ford School's commitment to DEI values is projected to constituencies beyond the immediate Ford School community in an effort to promote support for DEI values in public policy discourse across the US and in the world.	Bring in outside speakers with diverse perspectives who come through our Policy Talks and Citi Foundation lecture series.	Complete		
Ford School of Public Policy	The Ford School's commitment to DEI values is projected to constituencies beyond the immediate Ford School community in an effort to promote support for DEI values in public policy discourse across the US and in the world.	Including a Statement of Diversity in our student handbooks as well as on the Ford School website.	Complete		
Graham Sustainability Institute	Increase awareness of employment opportunities among diverse groups and work toward a more diverse staff in the Graham Institute.	Request candidates share their views on DEI in their cover letters.	In Progress		
Graham Sustainability Institute	Increase awareness of employment opportunities among diverse groups and work toward a more diverse staff in the Graham Institute.	Continue to leverage the U-M annual staff questionnaire and request unit level data from ODEI to assess awareness about Graham's commitment to diversity, equity and inclusion. Develop summary report on climate within Graham and change over time. Due to resource constraints and privacy concerns, the Graham Institute will not conduct its own climate assessment.			
Graham Sustainability Institute	Increase awareness of employment opportunities among diverse groups and work toward a more diverse staff in the Graham Institute.	Continue to include the Graham Institute DEI Statement on each employment application.	In Progress		Almost Complete
Graham Sustainability Institute	Increase awareness of employment opportunities among diverse groups and work toward a more diverse staff in the Graham Institute.	Distribute information about open positions widely.	In Progress		Almost Complete














UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Graham Sustainability Institute	Increase awareness of employment opportunities among diverse groups and work toward a more diverse staff in the Graham Institute.	Allow candidates a minimum of two weeks to apply to opportunities.	In Progress		Somewhat Complete
Graham Sustainability Institute	Increase awareness of employment opportunities among diverse groups and work toward a more diverse staff in the Graham Institute.	Continue to ensure new employees receive information about DEI resources and opportunities for training.	In Progress		Just Started
Graham Sustainability Institute	Increase awareness of employment opportunities among diverse groups and work toward a more diverse staff in the Graham Institute.	Continue to create and maintain a DEI resources section on the Graham Intranet for staff which includes information about training, inclusive teaching principles, creating inclusive communities, etc.	In Progress		Almost Complete
Graham Sustainability Institute	Ensure all staff members have equal opportunity for career advancement and equal access to professional development support.	Continue to encourage staff to participate in at least one professional development opportunity each year.	In Progress		
Graham Sustainability Institute	Ensure all staff members have equal opportunity for career advancement and equal access to professional development support.	Continue to collect and report on professional development training completed by staff.	In Progress		Just Started
Graham Sustainability Institute	Ensure all staff members have equal opportunity for career advancement and equal access to professional development support.	Continue to promote the use of the U-M Career Navigator to learn about career pathways at Graham and throughout U-M.	In Progress		Somewhat Complete
Graham Sustainability Institute	Ensure all staff members have a clear understanding of Graham's formal pathway for effective conflict resolution.	Promote awareness of the Graham Institute Diversity, Nondiscrimination, and Conflict Resolution Policy and Procedure, which includes formal pathways for conflict resolution and remind staff about policy annually.	In Progress		Somewhat Complete
Graham Sustainability Institute	Increase deliberate efforts to ensure Graham is a place where differences are welcomed, different perspectives are respectfully heard, and where every individual feels a sense of belonging and inclusion.	Check-in with new staff at six months (supervisor and HR).	In Progress		
Graham Sustainability Institute	Increase deliberate efforts to ensure Graham is a place where differences are welcomed, different perspectives are respectfully heard, and where every individual feels a sense of belonging and inclusion.	Continue encouraging staff to participate in staff socials and regular staff meetings.	In Progress		Almost Complete
Graham Sustainability Institute	Increase deliberate efforts to ensure Graham is a place where differences are welcomed, different perspectives are respectfully heard, and where every individual feels a sense of belonging and inclusion.	Continue to encourage supervisors/managers to practice engaged leadership and provide regular feedback to staff throughout the year (e.g., acknowledging accomplishments, noting possible improvement, evaluating priorities, etc.).	In Progress		
Graham Sustainability Institute	Increase deliberate efforts to ensure Graham is a place where differences are welcomed, different perspectives are respectfully heard, and where every individual feels a sense of belonging and inclusion.	Continue to ensure existing staff and faculty receive ongoing diversity training and skill building by dedicating at least one monthly staff meeting each year to focus on issues of DEI (e.g., trainings, skill building, reflections, etc.) and encourage ongoing discussion via staff meetings, social events, and informal interactions.	In Progress		Halfway Complete
Graham Sustainability Institute	Increase deliberate efforts to ensure Graham is a place where differences are welcomed, different perspectives are respectfully heard, and where every individual feels a sense of belonging and inclusion.	Continue to create and distribute resource materials on how to facilitate diverse and inclusive meetings and events.	In Progress		Just Started












UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Graham Sustainability Institute	Increase deliberate efforts to ensure Graham is a place where differences are welcomed, different perspectives are respectfully heard, and where every individual feels a sense of belonging and inclusion.	Continue to leverage the U-M annual staff climate questionnaire and review unit-level data from ODEI to assess awareness about Graham's commitment to diversity, equity and inclusion. Develop summary report on climate within Graham and change over time. Due to resource constraints and privacy concerns, the Graham Institute will not conduct its own climate assessment.			
Graham Sustainability Institute	Increase deliberate efforts to ensure Graham is a place where differences are welcomed, different perspectives are respectfully heard, and where every individual feels a sense of belonging and inclusion.	Continue to encourage staff to engage in self-assessment (e.g., identify areas of strengths and potential improvement) to strengthen professional relationships and excel at collaborative efforts.	In Progress		
Graham Sustainability Institute	Increase awareness of scholarship and fellowship opportunities among diverse groups, and work toward a more diverse student body in Graham programs.	Continue to include a brief essay question focused on diversity and inclusion on each application for educational programs, grants, scholarships, and internships, and distribute information about these opportunities widely.	In Progress		
Graham Sustainability Institute	Increase awareness of scholarship and fellowship opportunities among diverse groups, and work toward a more diverse student body in Graham programs.	Continue to include the Graham Institute DEI Statement on all applications.	In Progress		
Graham Sustainability Institute	Increase awareness of scholarship and fellowship opportunities among diverse groups, and work toward a more diverse student body in Graham programs.	Continue to support efforts of scholars to engage students in addressing the intersection of sustainability and diversity, equity and inclusion, dependent upon Provost support (proposed transition from Eco Equity event to SSI small grant initiative).	In Progress		
Graham Sustainability Institute	Increase awareness of scholarship and fellowship opportunities among diverse groups, and work toward a more diverse student body in Graham programs.	Continue to review education program recruitment language annually to ensure it is inclusive of wide-ranging and diverse perspectives related to sustainability.	In Progress		
Graham Sustainability Institute	Increase awareness of scholarship and fellowship opportunities among diverse groups, and work toward a more diverse student body in Graham programs.	Continue to consider demographic information about students engaged in programs annually, as available from U-M resources, and add to data dashboard. No plans for report.	In Progress		
Graham Sustainability Institute	Increase awareness of student employment opportunities among diverse groups and work toward a more diverse staff in the Graham Institute.	Continue to include the Graham Institute DEI Statement on each student employment application.	In Progress		
Graham Sustainability Institute	Increase awareness of student employment opportunities among diverse groups and work toward a more diverse staff in the Graham Institute.	Widely distribute information about open positions.	In Progress		
Graham Sustainability Institute	Increase awareness of student employment opportunities among diverse groups and work toward a more diverse staff in the Graham Institute.	Request candidates share their views on DEI in their cover letters.	In Progress		
Graham Sustainability Institute	Increase awareness of student employment opportunities among diverse groups and work toward a more diverse staff in the Graham Institute.	Allow candidates a minimum of two weeks to apply to opportunities.	In Progress		
Graham Sustainability Institute	Ensure students have a clear understanding of Graham's formal pathway for effective conflict resolution.	Continue to promote the Graham Institute Diversity, Nondiscrimination, and Conflict Resolution Policy and Procedure, which includes formal pathways for conflict resolution and remind students about policy annually via email.	In Progress		
Graham Sustainability Institute	Ensure students have a clear understanding of Graham's formal pathway for effective conflict resolution.	Leverage U-M data to assess awareness about Graham's commitment to conflict resolution.	In Progress		












UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Graham Sustainability Institute	Increase awareness of leadership opportunities among diverse groups and work toward more diverse advisory bodies engaging with and advising the Graham Institute.	Include the Graham Institute DEI Statement on each invitation to serve on Institute advisory boards.	In Progress		
Graham Sustainability Institute	Increase awareness of leadership opportunities among diverse groups and work toward more diverse advisory bodies engaging with and advising the Graham Institute.	Use current board member networks to assist with increasing diverse board representation.	In Progress		
Graham Sustainability Institute	Increase awareness of leadership opportunities among diverse groups and work toward more diverse advisory bodies engaging with and advising the Graham Institute.	Distribute information about board positions widely.	In Progress		
Graham Sustainability Institute	Increase awareness of leadership opportunities among diverse groups and work toward more diverse advisory bodies engaging with and advising the Graham Institute.	Continue to monitor climate within Graham and change over time and assess diverse representation (no plans to produce a summary report on this effort at this time).	In Progress		
Graham Sustainability Institute	Integrate diversity, equity and inclusion into scholarly programs and curricula. (Students)	Continue to create additional resources that highlight the intersection of DEI and sustainability through the Institute's initiatives.	In Progress		
Graham Sustainability Institute	Integrate diversity, equity and inclusion into scholarly programs and curricula. (Students)	Continue to leverage the U-M student climate questionnaire and review data from ODEI as available to assess campus climate overall. Due to resource constraints and privacy concerns, the Graham Institute will not conduct its own climate assessment.	In Progress		
Graham Sustainability Institute	Integrate diversity, equity and inclusion into scholarly programs and curricula. (Students)	Encourage students to participate in going diversity programming offered by schools/colleges and others (e.g., Common Ground, Ginsberg, etc.) and encourage ongoing discussion via meetings, social events, and informal interactions.	In Progress		
Graham Sustainability Institute	Integrate diversity, equity and inclusion into scholarly programs and curricula. (Students)	Continue to support a DEI student position on the Student Sustainability Initiative (SSI) board with responsibility for leading ongoing campuswide DEI efforts and serve on Graham's DEI planning team, depending on Provost support (transition from Eco Equity to PBSIF grants, pending approval).	In Progress		
Graham Sustainability Institute	Integrate diversity, equity and inclusion into scholarly programs and curricula. (Students)	Continue to include specific questions about assessing DEI as part of annual student program evaluations.	In Progress		
Graham Sustainability Institute	Integrate diversity, equity and inclusion into scholarly programs and curricula. (Faculty, staff)	Continue to instruct faculty and staff to foster discussions about how DEI may enhance fieldwork, engagement with practitioners and stakeholders, and student experiences.	In Progress		
Graham Sustainability Institute	Integrate diversity, equity and inclusion into scholarly programs and curricula. (Faculty, staff)	Continue to leverage the U-M questionnaire data as available to assess campus climate overall. Due to resource constraints and privacy concerns, the Graham Institute will not conduct its own climate assessment.	In Progress		
Graham Sustainability Institute	Actively communicate messages about diversity, equity and inclusion; promote opportunities to engage in sustainability and diversity; and increase the diversity of the Graham community and affiliates. (Staff, students)	Continue to include the Graham DEI Statement prominently in key publications (e.g., website, annual report and funding opportunities).	In Progress		
Graham Sustainability Institute	Actively communicate messages about diversity, equity and inclusion; promote opportunities to engage in sustainability and diversity; and increase the diversity of the Graham community and affiliates. (Staff, students)	Continue to solicit staff and student responses about the diversity strategic plan; Graham Diversity Planning Team will review comments and incorporate changes as appropriate into future iterations of the strategic plan.	In Progress		















UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Graham Sustainability Institute	Actively communicate messages about diversity, equity and inclusion; promote opportunities to engage in sustainability and diversity; and increase the diversity of the Graham community and affiliates. (Staff, students)	Continue to schedule meetings to review and discuss the Graham DEI plans, goals and activities with students and staff.	In Progress		
Graham Sustainability Institute	Actively communicate messages about diversity, equity and inclusion; promote opportunities to engage in sustainability and diversity; and increase the diversity of the Graham community and affiliates. (Staff, students)	Continue to enhance the Planet Blue Ambassador Training - Community module to foster deeper engagement in the intersection of DEI and sustainability.	In Progress		
Graham Sustainability Institute	Actively communicate messages about diversity, equity and inclusion; promote opportunities to engage in sustainability and diversity; and increase the diversity of the Graham community and affiliates. (Staff, students)	Continue to support student-initiated efforts to address issues of DEI as they relate to sustainability programs across campus.	In Progress		
Graham Sustainability Institute	Actively communicate messages about diversity, equity and inclusion; promote opportunities to engage in sustainability and diversity; and increase the diversity of the Graham community and affiliates. (Staff, students)	Continue to leverage U-M data as available to assess campus climate overall. Due to resource constraints and privacy concerns, the Graham Institute will not conduct its own climate assessment.	In Progress		
Graham Sustainability Institute	Actively communicate messages about diversity, equity and inclusion; promote opportunities to engage in sustainability and diversity; and increase the diversity of the Graham community and affiliates. (Faculty, alumni, external partners)	Continue to include the Graham Institute DEI Statement prominently in key publications (website, annual report, funding opportunities, program description, etc.).	In Progress		
Graham Sustainability Institute	Actively communicate messages about diversity, equity and inclusion; promote opportunities to engage in sustainability and diversity; and increase the diversity of the Graham community and affiliates. (Faculty, alumni, external partners)	Continue to annually share plan updates and progress with, and request feedback from, key advisory bodies composed of U-M faculty and external partners.	In Progress		
Graham Sustainability Institute	Actively communicate messages about diversity, equity and inclusion; promote opportunities to engage in sustainability and diversity; and increase the diversity of the Graham community and affiliates. (Faculty, alumni, external partners)	Continue to leverage U-M data as available to assess campus climate overall. Due to resource constraints and privacy concerns, the Graham Institute will not conduct its own climate assessment.	In Progress		
Graham Sustainability Institute	Identify and implement communication methods to increase diversity, equity and inclusion in key publications, program promotional efforts, and daily activities. (Staff)	Continue to convey the Institute's sustainability vision for the future by incorporating DEI into the Institute's mission.	In Progress		
Graham Sustainability Institute	Identify and implement communication methods to increase diversity, equity and inclusion in key publications, program promotional efforts, and daily activities. (Staff)	Continue to collect information to develop a broader, more comprehensive distribution list. Graham leaders and staff will add diverse groups and centers to distribution lists to broaden engagement.	In Progress		
Graham Sustainability Institute	Identify and implement communication methods to increase diversity, equity and inclusion in key publications, program promotional efforts, and daily activities. (Staff)	Continue to include both written and visual information about the Graham Institute's commitment to DEI in communication and public outreach efforts, including the website, presentations, and other promotional tools, and specifically include the Graham Institute DEI Statement in Graham communications and outreach tools.	In Progress		
Graham Sustainability Institute	Identify and implement communication methods to increase diversity, equity and inclusion in key publications, program promotional efforts, and daily activities. (Staff)	Continue to communicate how the Graham Institute and partners are making a difference in sustainability knowledge, learning and leadership by selecting key projects/initiatives that fit the lens of DEI, and highlight these through outreach efforts.	In Progress		















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DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Graham Sustainability Institute	Identify and implement communication methods to increase diversity, equity and inclusion in key publications, program promotional efforts, and daily activities. (Staff)	Continue to implement better distribution methods to include a comprehensive list of organizations committed to a policy of equal opportunity for all persons, including those that address issues of race, color, national origin, age, marital status, sex, sexual orientation, gender identity, gender expression, disability, religion, height, weight, or veteran status; and update lists annually.	In Progress		
Graham Sustainability Institute	Identify and implement communication methods to increase diversity, equity and inclusion in key publications, program promotional efforts, and daily activities. (Staff)	Continue to implement a marketing and outreach plan to promote the use of the enhanced Planet Blue Ambassador Community module demonstrating diversity and inclusion in sustainability activities.	In Progress		
Graham Sustainability Institute	Identify and implement communication methods to increase diversity, equity and inclusion in key publications, program promotional efforts, and daily activities. (Staff)	Continue to leverage the U-M DEI public campaign, led by the President and Provost, that positions diversity and an inclusive campus climate as core values of the U-M (General Recommendations, Office of the Provost, Committee on Diversity, Equity and Inclusion, 13 recommendations).	In Progress		
Graham Sustainability Institute	Identify and implement communication methods to increase diversity, equity and inclusion in key publications, program promotional efforts, and daily activities. (Staff)	Continue to raise awareness about the intersection of DEI and sustainability.	In Progress		
Graham Sustainability Institute	Identify and implement communication methods to increase diversity, equity and inclusion in key publications, program promotional efforts, and daily activities. (Staff)	Continue to leverage U-M data as available to assess campus climate overall. Due to resource constraints and privacy concerns, the Graham Institute will not conduct its own climate assessment.	In Progress		
Graham Sustainability Institute	Identify and implement communication methods to increase diversity, equity and inclusion in key publications, program promotional efforts, and daily activities. (Faculty, alumni, external partners)	Continue to convey the Institute's sustainability vision for the future by incorporating DEI into the Institute's mission.	In Progress		
Graham Sustainability Institute	Identify and implement communication methods to increase diversity, equity and inclusion in key publications, program promotional efforts, and daily activities. (Faculty, alumni, external partners)	Continue to implement better distribution methods to include an inclusive list of organizations committed to a policy of equal opportunity for all persons, including those that address issues of race, color, national origin, age, marital status, sex, sexual orientation, gender identity, gender expression, disability, religion, height, weight, or veteran status; and update lists annually.	In Progress		
Graham Sustainability Institute	Identify and implement communication methods to increase diversity, equity and inclusion in key publications, program promotional efforts, and daily activities. (Faculty, alumni, external partners)	Continue to monitor and assess climate within Graham and change over time.	In Progress		Halfway Complete
Institute for Social Research	Increase the diversity of faculty across many dimensions.	Identify specific efforts to increase diversity to be included in every faculty search or new appointment, including: Continue to include in each faculty posting the following or similar language: "The Institute for Social Research at the University of Michigan seeks to recruit and retain a diverse faculty as a reflection of our commitment to serve the diverse people of Michigan, to maintain the excellence of the university, and to ground our research in varied disciplines, perspectives, and ways of knowing and learning."	Complete		
Institute for Social Research	Increase the diversity of faculty across many dimensions.	Assess procedures used for faculty searches in all units to identify barriers to hiring for diversity.	In Progress		Halfway Complete
Institute for Social Research	Increase the diversity of faculty across many dimensions.	Identify specific efforts to increase diversity to be included in every faculty search or new appointment, including: Develop a statement of guiding principles for ISR related to DEI, distribute and apply broadly to ISR processes.	Complete		














UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Institute for Social Research	Increase the diversity of faculty across many dimensions.	Identify specific efforts to increase diversity to be included in every faculty search or new appointment, including: Provide appropriate training for all members of faculty search committees.	In Progress		Almost Complete
Institute for Social Research	Increase the diversity of faculty across many dimensions.	Identify specific efforts to increase diversity to be included in every faculty search or new appointment, including: Provide the University of Michigan's Handbook for Faculty Searches and Hiring to all members of faculty search committees.	In Progress		Almost Complete
Institute for Social Research	Increase the diversity of faculty across many dimensions.	Identify specific efforts to increase diversity to be included in every faculty search or new appointment, including: Document efforts to reach diverse faculty as part of the search process.	In Progress		Somewhat Complete
Institute for Social Research	Increase the diversity of faculty across many dimensions.	Identify specific efforts to increase diversity to be included in every faculty search or new appointment, including: Generate and regularly update a list of professional associations, networks, and groups that include or reach underrepresented researchers (e.g., participants in NIH F31 and other relevant training programs, Ford Foundation fellowship programs, NSF graduate research programs, Rackham Merit fellows, program officers associated with each of these programs, and professional associations of underrepresented researchers), from which faculty search committees can select salient organizations for position postings and direct contact with potential candidates.	In Progress		Just Started
Institute for Social Research	Increase the diversity of faculty across many dimensions.	Continue to reach out to other U-M departments to indicate ISR's interest in partnering in the hiring of faculty associates and research professors.	Complete		
Institute for Social Research	Increase the diversity of faculty across many dimensions.	Increase the diversity of invitees to faculty seminars in each center.	In Progress		Halfway Complete
Institute for Social Research	Increase the diversity of faculty across many dimensions.	Facilitate and encourage applications for NIH Research Supplements to promote diversity in research.	In Progress		Somewhat Complete
Institute for Social Research	Assure consistent support for career development of junior faculty to increase diversity of junior faculty promoted and retained.	Assure timely and constructive annual and third-year reviews, in accordance with U-M policies and procedures, for all junior faculty whose primary appointment is at ISR.	In Progress		Almost Complete
Institute for Social Research	Assure the equitable use of research professor and research scientist tracks.	Communicate to junior faculty the criteria for promotion in each track and the mechanisms for moving between tracks.	In Progress		Just Started
Institute for Social Research	Assure consistent support for career development of junior faculty to increase diversity of junior faculty promoted and retained.	Encourage and support participation of junior faculty in programs such as the Center for the Education of Women's Women of Color in the Academy Project.	In Progress		Just Started
Institute for Social Research	Assure consistent support for career development of junior faculty to increase diversity of junior faculty promoted and retained.	Include in the annual reviews of center directors and senior faculty an explicit evaluation of their efforts to develop junior faculty.	Not Started		
Institute for Social Research	Assure the equitable use of research professor and research scientist tracks.	Appoint a committee to conduct a systematic evaluation of the de jure and de facto use of scientist and professor tracks and make recommendations for processes and criteria for future appointments.	In Progress		Somewhat Complete
Institute for Social Research	Diversify the leadership of ISR, including center directors, program directors, and senior faculty.	Include in the annual reviews of center and program directors an explicit evaluation of their contributions demonstrating commitment to DEI.	In Progress		Halfway Complete
Institute for Social Research	Diversify the leadership of ISR, including center directors, program directors, and senior faculty.	Include in all faculty annual reviews a question regarding contributions demonstrating commitment to DEI.	In Progress		Just Started


















UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Institute for Social Research	Increase the diversity of staff across many dimensions.	Identify specific efforts to increase diversity to be included in every staff search or new appointment, including: Develop a statement of guiding principles for ISR related to DEI, distribute and apply broadly to ISR processes.	Complete		
Institute for Social Research	Increase the diversity of staff across many dimensions.	Identify specific efforts to increase diversity to be included in every staff search or new appointment, including: Provide appropriate diversity-related training for all members of staff search committees.	In Progress		Almost Complete
Institute for Social Research	Increase the diversity of staff across many dimensions.	Identify specific efforts to increase diversity to be included in every staff search or new appointment, including: Continue to post all new staff positions for at least two weeks.	Complete		
Institute for Social Research	Increase the diversity of staff across many dimensions.	Identify specific efforts to increase diversity to be included in every staff search or new appointment, including: Continue to include in each staff posting the following or similar language: "The Institute for Social Research at the University of Michigan seeks to recruit and retain a diverse faculty as a reflection of our commitment to serve the diverse people of Michigan, to maintain the excellence of the university, and to ground our research in varied disciplines, perspectives, and ways of knowing and learning."	Complete		
Institute for Social Research	Increase the diversity of staff across many dimensions.	Identify specific efforts to increase diversity to be included in every staff search or new appointment, including: Develop a process whereby a funding notice triggers a standardized procedure to fill positions identified in budget for grant, and follows principles of other searches for personnel.	In Progress		Just Started
Institute for Social Research	Increase the diversity of staff across many dimensions.	Identify specific efforts to increase diversity to be included in every staff search or new appointment, including: Continue to advertise all new staff positions through outlets that reach diverse populations.	Complete		
Institute for Social Research	Increase the diversity of staff across many dimensions.	Identify specific efforts to increase diversity to be included in every staff search or new appointment, including: Develop job and skill-specific resources to facilitate outreach by principal investigators and other program personnel to diverse populations.	In Progress		Almost Complete
Institute for Social Research	Increase the diversity of staff across many dimensions.	Identify specific efforts to increase diversity to be included in every staff search or new appointment, including: Develop interview tools and sample questions intended to promote equity and diversity in hiring.	In Progress		Almost Complete
Institute for Social Research	Assure consistent, equitable, and transparent support for staff development.	Implement a community integration program for recent employees.	In Progress		Almost Complete
Institute for Social Research	Assure consistent, equitable, and transparent support for staff development.	Encourage participation of staff in UM-sponsored career development programs; provide information about these opportunities through ISR communication outlets.	In Progress		Halfway Complete
Institute for Social Research	Assure consistent, equitable, and transparent support for staff development.	Clarify and communicate center policies and priorities regarding staff training and career development to supervisors and staff.	In Progress		Somewhat Complete
Institute for Social Research	Assure consistent, equitable, and transparent support for staff development.	Continue to post all new ISR staff positions on the ISR intranet.	Complete		
Institute for Social Research	Assure consistent, equitable, and transparent support for staff development.	Produce annual reports on internal promotions and exits, with recommendations for policy changes if necessary, to improve staff development and retention.	In Progress		Just Started
Institute for Social Research	Promote sensitivity and awareness of faculty and staff supervisors to issues of diversity, equity and inclusion.	Continue to identify and make available to supervisors appropriate training programs offered at the university.	In Progress		Somewhat Complete












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DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Institute for Social Research	Promote sensitivity and awareness of faculty and staff supervisors to issues of diversity, equity and inclusion.	Include in the annual reviews of faculty and staff supervisors a question on their participation in diversity training.	In Progress		Just Started
Institute for Social Research	Promote sensitivity and awareness of faculty and staff supervisors to issues of diversity, equity and inclusion.	Include in the annual reviews of all faculty and staff a question on their efforts to contribute to DEI.	Not Started		
Institute for Social Research	Promote sensitivity and awareness of faculty and staff supervisors to issues of diversity, equity and inclusion.	Develop or adopt training program(s) for ISR that include: DEI, sexual harassment, Americans with disabilities, mental health in the workplace, supervisory skills.	In Progress		Halfway Complete
Institute for Social Research	Increase diversity in SRC's masters and PhD students in the Michigan Program in Survey Methodology (MPSM), and Summer Institute in Survey Research Techniques across many dimensions.	Maintain optional questions on race, ethnicity, nationality, gender identity, and veteran status (comparable to university data on degree students) to registration form for Summer Institute applicants.	Complete		
Institute for Social Research	Increase the diversity of participants, instructors, and staff involved in the ICPSR Summer Program in Quantitative Methods of Social Research across many dimensions.	Maintain outreach to maintain and expand the diversity of applicants for instructional and support staff.	Complete		
Institute for Social Research	Increase diversity in SRC's masters and PhD students in the Michigan Program in Survey Methodology (MPSM), and Summer Institute in Survey Research Techniques across many dimensions.	Increase efforts to publicize programs in media that reach underrepresented populations, and increase direct outreach by MPSM faculty and the MPSM Rackham diversity ally to students from underrepresented groups at U-M and other universities.	In Progress		Almost Complete
Institute for Social Research	Increase diversity in SRC's masters and PhD students in the Michigan Program in Survey Methodology (MPSM), and Summer Institute in Survey Research Techniques across many dimensions.	Engage faculty with expertise in diversity, equity and inclusion to assist in reviewing applications to degree programs.	In Progress		Almost Complete
Institute for Social Research	Increase the diversity of participants, instructors, and staff involved in the ICPSR Summer Program in Quantitative Methods of Social Research across many dimensions.	Maintain efforts to publicize programs in media that reach underrepresented populations, and increase direct outreach by ICPSR faculty and the Rackham diversity ally to students from underrepresented groups at U-M and other universities, in an effort to diversify applicant pools.	Complete		
Institute for Social Research	Increase the diversity of participants, instructors, and staff involved in the ICPSR Summer Program in Quantitative Methods of Social Research across many dimensions.	Expand the Summer Program's curriculum to offer additional workshops, lectures, and discussions on issues of diversity, equity and inclusion.	Complete		
Institute for Social Research	Maintain the diversity of participants in the Population Studies Center (PSC's) pre- and postdoctoral training programs across many dimensions.	Continue efforts to increase applications from underrepresented populations.	Complete		
Institute for Social Research	Maintain the diversity of participants in the Population Studies Center (PSC's) pre- and postdoctoral training programs across many dimensions.	Engage faculty with expertise in diversity, equity and inclusion to assist in reviewing applications to postdoctoral programs.	Complete		
Institute for Social Research	Increase the diversity of graduate student researchers in ISR across many dimensions.	Increase efforts to publicize opportunities in media that reach underrepresented populations in an effort to diversify applicant pools and recruit diverse students.	In Progress		Just Started
Institute for Social Research	Increase the diversity of graduate student researchers in ISR across many dimensions.	Provide information and support for applications for NIH Research Supplements to promote diversity in research.	In Progress		Halfway Complete
Institute for Social Research	Increase the diversity of graduate student researchers in ISR across many dimensions.	Continue to prioritize the allocation of ISR tuition subsidies to students who have demonstrated a commitment to diversity or who will increase the diversity of perspectives brought to the ISR research enterprise.	Complete		















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DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Institute for Social Research	Assure inclusion of ISR graduate students in ISR activities.	Continue to hold lunch with program, center, and institute leadership and all graduate students in ISR (Survey Methodology students, PSC predoctoral trainees, and GSRAs) to discuss their goals and concerns.	Complete		
Institute for Social Research	Increase the diversity of undergraduate research assistants in ISR.	Continue to include information about UROP and SROP in ISR communication outlets.	Complete		
Institute for Social Research	Increase the diversity of undergraduate research assistants in ISR.	Prepare outreach strategies that faculty and staff can use to encourage applications from students from diverse backgrounds (e.g., groups for students of color in relevant majors) and disseminate that information.	In Progress		Somewhat Complete
Institute for Social Research	Increase the coverage of topics related to diversity, equity and inclusion in all ISR training programs.	Continue an annual interdisciplinary workshop on the quantification of racism.	Complete		
Institute for Social Research	Increase the coverage of topics related to diversity, equity and inclusion in all ISR training programs.	Include topics related to diversity, equity and inclusion in seminars.	In Progress		Halfway Complete
Institute for Social Research	Increase the amount of research conducted on topics related to diversity, equity and inclusion.	Monitor and distribute public and foundation solicitations for research on DEI-related topics.	Not Started		
Institute for Social Research	Increase the amount of research conducted on topics related to diversity, equity and inclusion.	Promote results of ISR studies on DEI-related topics through various media outlets.	Not Started		
Institute for Social Research	Create an inclusive, welcoming environment with collegial relationships and interactions at all levels.	Design and implement an improved all-ISR orientation program for new faculty, staff and students.	In Progress		Just Started
Institute for Social Research	Create an inclusive, welcoming environment with collegial relationships and interactions at all levels.	Continue to ensure that ISR's public and intranet sites provide ready access to information fostering orientation to and involvement in ISR, including all-community directories and organizational charts, upcoming ISR events, and ISR job postings and other professional development opportunities.	In Progress		Almost Complete
Institute for Social Research	Create an inclusive, welcoming environment with collegial relationships and interactions at all levels.	Assess procedures for conflict resolution for staff faculty, and students currently in use across ISR.	In Progress		Just Started
Institute for Social Research	Create an inclusive, welcoming environment with collegial relationships and interactions at all levels.	Continue to provide an ISR intranet-based portal where ISR community members may make anonymous suggestions and report concerns.	Complete		
Institute for Social Research	Create an inclusive, welcoming environment with collegial relationships and interactions at all levels.	Identify appropriate personnel to receive anonymous posts.	Complete		
Institute for Social Research	Create an inclusive, welcoming environment with collegial relationships and interactions at all levels.	Produce annual report aggregating suggestions/concerns for ISR leadership.	Complete		
Institute for Social Research	Create a work environment that fosters barrier-free participation of staff faculty, and students with disabilities — including, but not limited to, visual, auditory, physical, speech, cognitive, language, learning and neurological disabilities— in their ISR job responsibilities, as well as job-related ISR activities and events.	Maintain link for accommodation requests to ISR intranet.	Complete		
Institute for Social Research	Create an inclusive, welcoming environment with collegial relationships and interactions at all levels.	Maintain modified current ISR email list to include all of the ISR community, including contingent staff (as well as students in degree programs).	Complete		
Institute for Social Research	Create an inclusive, welcoming environment with collegial relationships and interactions at all levels.	Establish cross-center staff working groups on common tasks.	In Progress		Somewhat Complete
Institute for Social Research	Create an inclusive, welcoming environment with collegial relationships and interactions at all levels.	Review staff recognition programs throughout U-M (e.g. Michigan Medicine employee recognition program) and design a similar all-ISR program.	In Progress		Halfway Complete











UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Institute for Social Research	Create a work environment that fosters barrier-free participation of staff faculty, and students with disabilities — including, but not limited to, visual, auditory, physical, speech, cognitive, language, learning and neurological disabilities— in their ISR job responsibilities, as well as job-related ISR activities and events.	Continue to ensure that invitations to/announcements of large ISR events or meetings include a statement that “accommodations can be provided upon request,” and refer people to appropriate resources.	Complete		
Institute for Social Research	Create a work environment that fosters barrier-free participation of staff faculty, and students with disabilities — including, but not limited to, visual, auditory, physical, speech, cognitive, language, learning and neurological disabilities— in their ISR job responsibilities, as well as job-related ISR activities and events.	Continue to provide information (in announcements, on the intranet) on an accessibility “point person” (or persons) who can be contacted to arrange for accessibility assistance.	Complete		
Institute for Social Research	Create a work environment that fosters barrier-free participation of staff faculty, and students with disabilities — including, but not limited to, visual, auditory, physical, speech, cognitive, language, learning and neurological disabilities— in their ISR job responsibilities, as well as job-related ISR activities and events.	Maintain an ISR-wide group on improving the accessibility of our research products.	Complete		
Institute for Social Research	Create a work environment that fosters barrier-free participation of staff faculty, and students with disabilities — including, but not limited to, visual, auditory, physical, speech, cognitive, language, learning and neurological disabilities— in their ISR job responsibilities, as well as job-related ISR activities and events.	Evaluate ISR intranet and center intranets for compliance with WCAG 2.0 levels A and AA; make corrections to bring sites into compliance.	In Progress		Somewhat Complete
Institute for Social Research	Assure equitable treatment in salary and opportunity for promotion.	Conduct study of staff salaries and promotions, examining, to the extent possible differences across centers (or the university as a whole), projects, job classifications, race/gender backgrounds, disability status, educational attainment, veteran status, age, and years of experience.	Not Started		
Institute for Social Research	Create a work environment that fosters barrier-free participation of staff faculty, and students with disabilities — including, but not limited to, visual, auditory, physical, speech, cognitive, language, learning and neurological disabilities— in their ISR job responsibilities, as well as job-related ISR activities and events.	Evaluate ISR timesheet software for compliance with Section 508 standards for Electronic and Information Technology for software; make corrections to bring timekeeping into compliance.	In Progress		Halfway Complete
Institute for Social Research	Increase awareness of diversity-related issues across ISR faculty, staff and students.	Continue to support and encourage greater participation in ISR Reads.	Complete		
Institute for Social Research	Increase awareness of diversity-related issues across ISR faculty, staff and students.	Establish quarterly events, such as movies, on DEI-related topics; rotate time and location (ISR-Perry and ISR-Thompson) to encourage broad participation; include stories on these activities in ISR News Notes and center surveys and websites.	Complete		
Institute for Social Research	Contribute to the local community’s capacity to serve and understand our diverse community.	Continue participation in Data Dive and participate in similar initiatives such as Data DiscoTech and the Detroit Digital Justice Coalition.	Complete		
Institute for Social Research	Contribute to the local community’s capacity to serve and understand our diverse community.	Continue participation in service activities such as ISR Feeds (collecting food and resources for the local food bank and homeless shelter), U-M’s Native American Student Association’s PowWow, and the Washtenaw Intermediate School District’s Education Project for Homeless Youth, and expand participation in similar initiatives such as the Juneteenth Celebration organized by the Ann Arbor branch of the NAACP.	Complete		
Information & Technology Services	Enhance career path development and advancement opportunities.	Develop, communicate, and implement guidelines for ITS staff that outline specific expectations for annual participation in career development activities each year (building on the existing U-M Staff Development Philosophy).	In Progress		Almost Complete













UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Information & Technology Services	Enhance career path development and advancement opportunities.	Evaluate professional development planning options for ITS that support an environment in which all employees are enabled to perform to the best of their abilities and to find growth, enrichment, and/or mentoring in their career.	In Progress		Almost Complete
Information & Technology Services	Cultivate an inclusive and diverse applicant pool in an effort to attract and maintain a diverse staff population.	Strengthen the ITS hiring and selection process by expanding and requiring existing training for those involved in hiring to ensure consistent use of guidelines and understanding of the importance of creating a diverse pool of applicants. Revise ITS Hiring Process guidelines to represent diverse perspectives, roles, and needs.	Complete		
Information & Technology Services	Cultivate an inclusive and diverse applicant pool in an effort to attract and maintain a diverse staff population.	Evaluate hiring practices (including the selection of hiring teams) and demographic trends in qualified applicant pools, interview pools, and selected candidates. Recommend change to the process that may better support ITS commitment to a diverse workforce.	In Progress		Just Started
Information & Technology Services	Invest in and build cultural competency.	Increase expectation that understanding DEI issues and gaining workplace skills to use that knowledge is part of ITS Staff development.	In Progress		Somewhat Complete
Information & Technology Services	Invest in and build cultural competency.	Identify training curriculum for ITS employees to develop skills related to DEI (e.g., unconscious bias, bystander intervention skills, facilitating dialogue, etc.).	Complete		
Information & Technology Services	Promote and raise awareness of ITS's commitment to DEI.	Increase awareness of ITS commitment to DEI, components of the five-year plan, progress toward the action items, and the outcomes measured as a result.	Complete		
Information & Technology Services	Promote and raise awareness of ITS's commitment to DEI.	Assess that ITS staff are connecting specific DEI events to the larger ITS and university DEI efforts. Encourage supervisors and managers to promote events and allow staff the flexibility to attend.	Complete		
Information & Technology Services	Enhance the ITS culture and workplace through events, communication, and employee engagement.	Encourage each ITS team, group, or area to hold at least one DEI activity, as recommended by the ITS committee, to raise awareness of DEI issues.	In Progress		Halfway Complete
Information & Technology Services	Develop means for resolving conflicts and providing all staff members with opportunities for education and training related to conflict resolution.	Communicate conflict resolution policies, processes, and procedures to all ITS staff.	Complete		
Information & Technology Services	Enhance the ITS culture and workplace through events, communication, and employee engagement.	Create a channel to collect and evaluate anonymous requests from ITS staff and campus to improve access or inclusivity, paying particular attention to the accessibility and inclusivity of ITS facilities, technology, and information (e.g., gender-neutral bathrooms).	In Progress		Somewhat Complete
Information & Technology Services	Enhance the ITS culture and workplace through events, communication, and employee engagement.	Take action to improve, if possible, at least three DEI-related facility or technology issues affecting ITS staff.			
Information & Technology Services	Develop means for resolving conflicts and providing all staff members with opportunities for education and training related to conflict resolution.	Maintain a list of local resources for conflict resolution education and training across U-M.	Complete		
Information & Technology Services	Enhance foundation to provide accessibility to all faculty, staff and students.	Determine specific gaps in service delivery related to accessibility, make recommendations to those areas inside ITS that are most effectively positioned to address gaps, and track as possible the status of outcomes to recommendations.	In Progress		Halfway Complete
Information & Technology Services	Enhance foundation to provide accessibility to all faculty, staff and students.	Obtain additional data regarding equity and inclusivity of ITS services via planned surveys and focus groups. Compile and analyze over time and compare results against the Year One report and then identify and prioritize recommendations for implementation.	In Progress		Halfway Complete


















UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Information & Technology Services	Commit to helping the university better understand DEI as it relates to computing and IT.	Recommend, advise, and facilitate DEI best practices in IT, and develop a means to convey this information to schools, colleges, and units on the Ann Arbor, Dearborn, and Flint campuses and Michigan Medicine.	In Progress		Almost Complete
Information & Technology Services	Build in DEI principles as a foundation for the service delivery model.	Explore how best to implement the ITS Guiding Principles developed in Year One in both in- house product development and in selecting and acquiring products from third-party vendors.	In Progress		Almost Complete
Law School	To assemble an exceptional community of talented and interesting students with diverse backgrounds, identities and perspectives, who will flourish in and out of the classroom and go on to accomplished careers: Recruit diverse class at pre-admit stage.	Recruiting travel, including to those with more diverse potential applicants.	Complete		
Law School	To assemble an exceptional community of talented and interesting students with diverse backgrounds, identities and perspectives, who will flourish in and out of the classroom and go on to accomplished careers: Recruit diverse class at pre-admit stage.	Participate in pipeline initiatives.	Complete		
Law School	To assemble an exceptional community of talented and interesting students with diverse backgrounds, identities and perspectives, who will flourish in and out of the classroom and go on to accomplished careers: Recruit diverse class at pre-admit stage.	Relationships with key advisors.	In Progress		Somewhat Complete
Law School	To assemble an exceptional community of talented and interesting students with diverse backgrounds, identities and perspectives, who will flourish in and out of the classroom and go on to accomplished careers: Recruit diverse class at pre-admit stage.	Solicit through LSAC candidate referral service.	Complete		
Law School	To assemble an exceptional community of talented and interesting students with diverse backgrounds, identities and perspectives, who will flourish in and out of the classroom and go on to accomplished careers: Recruit diverse class at pre-admit stage.	Multiple contacts with potential candidates.	Complete		
Law School	To assemble an exceptional community of talented and interesting students with diverse backgrounds, identities and perspectives, who will flourish in and out of the classroom and go on to accomplished careers: Recruit diverse class at pre-admit stage.	Broad use of fee waivers.	Complete		
Law School	To assemble an exceptional community of talented and interesting students with diverse backgrounds, identities and perspectives, who will flourish in and out of the classroom and go on to accomplished careers: Recruit diverse class at admissions stage.	Review applicants through our holistic, time- and resource-intensive process using individualized and non-mechanical criteria.	Complete		
Law School	To assemble an exceptional community of talented and interesting students with diverse backgrounds, identities and perspectives, who will flourish in and out of the classroom and go on to accomplished careers: Recruit diverse class at admissions stage.	Consider the diversity of the class as a whole, across many dimensions.	Complete		












UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Law School	To assemble an exceptional community of talented and interesting students with diverse backgrounds, identities and perspectives, who will flourish in and out of the classroom and go on to accomplished careers: Recruit diverse class at post-admit stage.	Devote considerable resources to communicating with admitted students to address concerns and develop their sense of community.	Complete		
Law School	To assemble an exceptional community of talented and interesting students with diverse backgrounds, identities and perspectives, who will flourish in and out of the classroom and go on to accomplished careers: Recruit diverse class at post-admit stage.	Individual attention from admissions staff member regarding available financial resources.	Complete		
Law School	To assemble an exceptional community of talented and interesting students with diverse backgrounds, identities and perspectives, who will flourish in and out of the classroom and go on to accomplished careers: Recruit diverse class at post-admit stage.	Encourage campus visits.	Complete		
Law School	To assemble an exceptional community of talented and interesting students with diverse backgrounds, identities and perspectives, who will flourish in and out of the classroom and go on to accomplished careers: Recruit diverse class at post-admit stage.	Utilize faculty, students and alumni to recruit individual students.	Complete		
Law School	To assemble an exceptional community of talented and interesting students with diverse backgrounds, identities and perspectives, who will flourish in and out of the classroom and go on to accomplished careers: Recruit diverse class at post-admit stage.	Employ creative initiatives, e.g., videos that address specific identity groups.	In Progress		Somewhat Complete
Law School	To build the diversity of the Law School faculty through creative and consistent outreach.	Track the winners of awards that recognize scholars and scholarship in fields focusing on underrepresented populations in order to identify potential faculty candidates.	Complete		
Law School	To build the diversity of the Law School faculty through creative and consistent outreach.	Informally mentor diverse scholars at other schools who may, in the future, be potential faculty candidates.	In Progress		Somewhat Complete
Law School	To build the diversity of the Law School faculty through creative and consistent outreach.	Develop relationships with diverse scholars in doctoral programs and fellowships at other schools who may, in the future, be potential faculty candidates.	In Progress		Somewhat Complete
Law School	To build the diversity of the Law School faculty through creative and consistent outreach.	Consider various pipeline initiatives, such as fellowship or Visiting Assistant Professor programs, which could enable the Law School to identify and train entry-level academics in fields focusing on underrepresented populations.	Complete		
Law School	To build the diversity of the Law School faculty through creative and consistent outreach.	Continually engage the faculty in conversations about hiring criteria and tradeoffs (e.g., proven track record vs. potential and “coachability”) and methods of identifying qualified candidates from underrepresented backgrounds to diversify applicant pools.	Complete		
Law School	To build the diversity of the Law School faculty through creative and consistent outreach.	Proactively seek new faculty hires in underrepresented disciplines.	Complete		
Law School	To build the diversity of the Law School faculty through creative and consistent outreach.	Improve both attraction of new faculty and retention of current faculty by nurturing a hospitable faculty climate.	In Progress		Somewhat Complete








UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Law School	To build the diversity of the Law School faculty through creative and consistent outreach.	Continue efforts to expand talent pool for new faculty hires by looking for candidates not already seeking employment as faculty.	In Progress		Somewhat Complete
Law School	To build the diversity of the Law School faculty through creative and consistent outreach.	Consider use of criteria in faculty hiring decisions that may decrease conscious or subconscious evaluation processes that might reduce diversity of faculty.	Complete		
Law School	To build the diversity of the Law School faculty through creative and consistent outreach.	Use the resources of the university's STRIDE Committee to seek advice on best hiring practices and strategies for improving faculty diversity. Require all faculty hiring committee members to attend STRIDE training.	Complete		
Law School	To build the diversity of the Law School faculty through creative and consistent outreach.	Ask teams of faculty to read the work of broad pools of potential candidates and to articulate detailed feedback on the candidates' work, rather than relying on reputation or status markers.	Complete		
Law School	To build the diversity of the Law School faculty through creative and consistent outreach.	Convey advice to the faculty about hiring habits that sometimes bias the hiring process against attracting a diverse faculty, such as over relying on interviews or validation from peer networks.	Complete		
Law School	To build the diversity of the Law School faculty through creative and consistent outreach.	Ensure that the pools of candidates interviewed in the entry-level market contain candidates from a wide variety of backgrounds.	Complete		
Law School	To build the diversity of the Law School faculty through creative and consistent outreach.	Identify academic programs or conferences focused on issues of particular interest to underrepresented populations in order to identify potential faculty candidates.	Complete		
Law School	To build the diversity of the Law School faculty through creative and consistent outreach.	Seek potential entry-level candidates who are not currently on the academic market, but might be interested in considering an academic career.	Complete		
Law School	To continue to support career advancement through consistent mentoring and programs.	Continue the appointment of tenure support committees.	Complete		
Law School	To continue to support career advancement through consistent mentoring and programs.	Continue to provide a comprehensive faculty orientation program for all faculty members.	Complete		
Law School	To continue to support career advancement through consistent mentoring and programs.	Continue the availability of support and mentoring by the Associate Dean for Faculty and Research and the Associate Dean for Experiential Learning for all faculty members.	Complete		
Law School	To continue to support career advancement through consistent mentoring and programs.	Continue the Dean's practice of reviewing and responding to the individual goals of each faculty member on an annual basis through the FAR process.	Complete		
Law School	To continue our record of successful recruitment, hiring and retention of diverse staff.	Continue to regularly engage current staff in conversations about recruiting and hiring criteria.	Complete		
Law School	To continue our record of successful recruitment, hiring and retention of diverse staff.	Structure interview processes to allow for exposure of candidate to a wide range of members of our community.	Complete		
Law School	To continue our record of successful recruitment, hiring and retention of diverse staff.	Develop broad pools of candidates, devoting resources, as appropriate, to actively recruiting from a variety of sources.	Complete		
Law School	To continue our record of successful recruitment, hiring and retention of diverse staff.	Seek to improve attraction and retention by nurturing a hospitable climate.	Complete		
Law School	Students will describe the Law School classroom as challenging, welcoming and inclusive, and will feel that the Law School takes diversity, equity and inclusion issues seriously.	Promote inclusive teaching to faculty.	In Progress		Almost Complete

















UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Law School	Students will describe the Law School classroom as challenging, welcoming and inclusive, and will feel that the Law School takes diversity, equity and inclusion issues seriously.	Provide a website and open meetings for students to provide feedback about the classroom environment.	Complete		
Law School	Law school values diversity, equity and inclusion and is responsive to related concerns.	Consistent communication by the administration to students regarding the state of diversity, equity and inclusion efforts.	Complete		
Law School	Law school values diversity, equity and inclusion and is responsive to related concerns.	Provide a website and open meetings for students to provide feedback about the law school environment.	Complete		
Law School	Law school supports diversity, equity and inclusion programming outside of the classroom	Pop-up panels—Work with a variety of students to identify topics, invite speakers and design a program to respond to current events that involve diversity, equity and inclusion issues.	Complete		
Law School	Law school supports diversity, equity and inclusion programming outside of the classroom	Law School Community Dialogues—Create opportunities that will allow students to learn dialogue skills in the context of important DEI-related topics and provide them with an in-depth analysis of legal, social and historical aspects of the topics.	In Progress		Halfway Complete
Law School	Law school supports diversity, equity and inclusion programming outside of the classroom	Provide a website and meetings for students to voice opinions and provide suggestions on issues of diversity, equity and inclusion.	Complete		
Law School	Law school supports diversity, equity and inclusion programming outside of the classroom	Continually consult with the university's Program on InterGroup Relations, and others, for student dialogue resources.	Complete		
Law School	Law school supports diversity, equity and inclusion programming outside of the classroom	As necessary for conflict resolution, continued reliance on current student grievance processes relating to conduct of faculty and staff and to conduct of students.	Complete		
Law School	Faculty members will feel well-resourced and supported in their efforts to provide a challenging, welcoming and inclusive classroom, and will regularly raise diversity, equity and inclusion issues when they naturally arise in the curriculum and will lead respectful discussions of those issues in ways that promote participation by all students and encourage the voicing of a variety of points of view.	Provide faculty programming to promote challenging, welcoming and inclusive teaching.	In Progress		Somewhat Complete
Law School	Faculty members will feel well-resourced and supported in their efforts to provide a challenging, welcoming and inclusive classroom, and will regularly raise diversity, equity and inclusion issues when they naturally arise in the curriculum and will lead respectful discussions of those issues in ways that promote participation by all students and encourage the voicing of a variety of points of view.	Seek consultation for faculty members from U-M CRLT and IGR.	Complete		
Law School	Faculty members will feel well-resourced and supported in their efforts to provide a challenging, welcoming and inclusive classroom, and will regularly raise diversity, equity and inclusion issues when they naturally arise in the curriculum and will lead respectful discussions of those issues in ways that promote participation by all students and encourage the voicing of a variety of points of view.	Provide feedback to the faculty on student concerns.	Complete		
















UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Law School	Faculty members will feel well-resourced and supported in their efforts to provide a challenging, welcoming and inclusive classroom, and will regularly raise diversity, equity and inclusion issues when they naturally arise in the curriculum and will lead respectful discussions of those issues in ways that promote participation by all students and encourage the voicing of a variety of points of view.	Invite faculty to informal sessions during the term to focus on specific issues of inclusive teaching, and to plan what topics are of most interest to the faculty for future programs.	Complete		
Law School	Faculty members will feel well-resourced and supported in their efforts to provide a challenging, welcoming and inclusive classroom, and will regularly raise diversity, equity and inclusion issues when they naturally arise in the curriculum and will lead respectful discussions of those issues in ways that promote participation by all students and encourage the voicing of a variety of points of view.	Continually consult with the university's Center for Research on Learning and Teaching, and others, for inclusive teaching resources.	Complete		
Law School	To continue our record of diverse recruitment and hiring, as well as our lack of complaints to the Office for Institutional Equity while improving the overall satisfaction of staff with the working environment, specifically, increasing opportunities for staff development and interactions, including staff interactions with both students and faculty.	Continue community-building initiatives, such as the staff newsletter.	Complete		
Law School	Faculty members will feel well-resourced and supported in their efforts to provide a challenging, welcoming and inclusive classroom, and will regularly raise diversity, equity and inclusion issues when they naturally arise in the curriculum and will lead respectful discussions of those issues in ways that promote participation by all students and encourage the voicing of a variety of points of view.	Maintain an inclusive teaching resource page on the Law School website for faculty use.	Complete		
Law School	Faculty members will feel well-resourced and supported in their efforts to provide a challenging, welcoming and inclusive classroom, and will regularly raise diversity, equity and inclusion issues when they naturally arise in the curriculum and will lead respectful discussions of those issues in ways that promote participation by all students and encourage the voicing of a variety of points of view.	As necessary for conflict resolution, continued reliance upon the current university policy for faculty ombudsperson, along with current Law School process for faculty grievance.	Complete		
Law School	To continue our record of diverse recruitment and hiring, as well as our lack of complaints to the Office for Institutional Equity while improving the overall satisfaction of staff with the working environment, specifically, increasing opportunities for staff development and interactions, including staff interactions with both students and faculty.	Provide training for senior administrators on wide-ranging issues of support for diverse populations.	In Progress		Halfway Complete
Law School	To continue our record of diverse recruitment and hiring, as well as our lack of complaints to the Office for Institutional Equity while improving the overall satisfaction of staff with the working environment, specifically, increasing opportunities for staff development and interactions, including staff interactions with both students and faculty.	Develop community-building events, both purely social in nature (e.g., Museum of Art lunch visit; post-exam reception for faculty and staff), as well as work-focused (e.g., summer workshops on skill-building).	Complete		














UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Law School	To continue our record of diverse recruitment and hiring, as well as our lack of complaints to the Office for Institutional Equity while improving the overall satisfaction of staff with the working environment, specifically, increasing opportunities for staff development and interactions, including staff interactions with both students and faculty.	As necessary for conflict resolution, continued reliance upon current university staff grievance and mediation procedures.	Complete		
College of Literature, Science and the Arts	Improve faculty retention and departmental climate.	Monitor and evaluate retention process.	Complete		
College of Literature, Science and the Arts	Improve faculty retention and departmental climate.	Recognize work related to DEI.	In Progress		Somewhat Complete
College of Literature, Science and the Arts	Improve faculty retention and departmental climate.	Raise awareness about teaching evaluations.	In Progress		Somewhat Complete
College of Literature, Science and the Arts	Improve faculty mentoring and career advising.	Review mentoring plans.	In Progress		Just Started
College of Literature, Science and the Arts	Improve faculty mentoring and career advising.	Offer LAUNCH program to all new LSA faculty.	Complete		
College of Literature, Science and the Arts	Recruit, retain, and support transfer students.	Continue department-based discussions with goal of creating dept. transfer-friendly cultures including making transfers more visible.	In Progress		Almost Complete
College of Literature, Science and the Arts	Improve faculty mentoring and career advising.	Develop and implement DEI course offerings for LSA faculty.	In Progress		Halfway Complete
College of Literature, Science and the Arts	Faculty recruitment.	Establish departmental diversity recruitment plans for position requests.	In Progress		Just Started
College of Literature, Science and the Arts	Recruit, retain, and support transfer students.	Continue to refine and implement LSA-specific strategy for recruitment, retention, and support of a diverse population of transfer students.	In Progress		Halfway Complete
College of Literature, Science and the Arts	Recruit, retain, and support transfer students.	Continue targeted commitment to recruiting community college students, and make commitment to work with tribal colleges to recruit and retain Native American students in particular.	In Progress		Somewhat Complete
College of Literature, Science and the Arts	Recruit, retain, and support transfer students.	College-wide strategic plan that aims to increase the size of the current transfer student population in LSA to approximately 1,200-1,300 students per year and increase the attention to diversifying the transfer applicant pool.	In Progress		Almost Complete
College of Literature, Science and the Arts	Minimize differential access to resources for students.	The LSA Laptop Program will enter the fourth year of the proposed four-year pilot in 2018-2019. It was extended to transfer students in 2017. Next step is to determine whether full institutionalization is feasible.	In Progress		Almost Complete
College of Literature, Science and the Arts	Minimize differential access to resources for students.	Continue to grow size and engagement of Kessler Presidential Scholars Program, which is designed to serve first-generation college students in LSA.	In Progress		Almost Complete
College of Literature, Science and the Arts	Minimize differential access to resources for students.	Expand Passport Scholarship Plan for all CSP Summer Bridge students. For 2018-2019 the program was expanded to all incoming first-year students who are Pell eligible.	Complete		
College of Literature, Science and the Arts	Minimize differential access to resources for students.	Invest in the future success of LSA students by building the LSA Hub, with expanded internship programs, both domestic and international, and career services.	In Progress		Almost Complete

















UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
College of Literature, Science and the Arts	Minimize differential access to resources for students.	Raise sufficient scholarship funding to assure that all LSA students have the resources necessary to pursue experiential learning in study abroad programs, internships, and research opportunities.	In Progress		Almost Complete
College of Literature, Science and the Arts	Build more and better student recruitment pipelines.	Create goals based on recent completion of Two-Year Action Plan Goals related to pipeline profile and coordination and collaboration opportunities for the college and the university.	In Progress		Halfway Complete
College of Literature, Science and the Arts	Improve the support, opportunities, and rewards for inclusive teaching across LSA curriculum.	Highlight excellence in inclusive teaching practices and pedagogies as a key dimension in the LSA Teaching Awards for the next five years. Also consider creating a new award for this purpose.	In Progress		Almost Complete
College of Literature, Science and the Arts	Improve the support, opportunities, and rewards for inclusive teaching across LSA curriculum.	Have LSA Executive Committee consider including inclusive practices as a dimension in the college's tenure and promotion and LEC review files.	In Progress		Almost Complete
College of Literature, Science and the Arts	Improve the support, opportunities, and rewards for inclusive teaching across LSA curriculum.	Have LSA Executive Committee consider asking teaching statements to address inclusive teaching and mentoring practices as part of the hiring dossier.	In Progress		Somewhat Complete
College of Literature, Science and the Arts	Improve the support, opportunities, and rewards for inclusive teaching across LSA curriculum.	Continue to develop the LSA Inclusive Pedagogies Website.	In Progress		Almost Complete
College of Literature, Science and the Arts	Improve the support, opportunities, and rewards for inclusive teaching across LSA curriculum.	Use "NiNi" Grants administered by LSA's Instructional Support Services (ISS) to enhance use of new technologies in classroom and lab instruction.	Complete		
College of Literature, Science and the Arts	Improve the support, opportunities, and rewards for inclusive teaching across LSA curriculum.	NiNi+DEI Projects started Spring term 2018 and will be implemented in the classroom over the next two years. Begin to assess success of the projects.	Complete		
College of Literature, Science and the Arts	Improve quality of and support for courses that serve the race & ethnicity degree requirement.	Increase the visibility and transparency of R&E courses by requiring an R&E-specific description in the course guide and syllabus for each individual course, and by featuring R&E courses on College and advising websites and in other materials.	In Progress		Almost Complete
College of Literature, Science and the Arts	Improve quality of and support for courses that serve the race & ethnicity degree requirement.	Create avenues for faculty and GSI professional development and training, including the creation of a position for a CRLT-based R&E consultant and a suite of professional development opportunities.	In Progress		Almost Complete
College of Literature, Science and the Arts	Improve quality of and support for courses that serve the race & ethnicity degree requirement.	Promote discussion and dialogue in R&E courses, for example by limiting the section size in large courses to eighteen students. Launch IGR "R&E Engagement" pilots with IGR-facilitation.	In Progress		Halfway Complete
College of Literature, Science and the Arts	Improve quality of and support for courses that serve the race & ethnicity degree requirement.	Continue to chart progress toward goal and use course evaluations and other mechanisms for assessment.	In Progress		Almost Complete
College of Literature, Science and the Arts	Improve quality of and support for courses that serve the race & ethnicity degree requirement.	Simplify the R&E course approval process for faculty who have already had two courses approved for R&E certification.	Not Started		
College of Literature, Science and the Arts	Improve quality of and support for courses that serve the race & ethnicity degree requirement.	Launch three-year period of experimentation and innovation with R&E courses, including "R&E Engagement" pilots with IGR and the use of undergrad course consultants; "Global R&E" pilots with the International Institute; pilots with CEAL for more Community-Based Learning R&E options; conversations around "R&E Science."	Complete		
College of Literature, Science and the Arts	Improve quality of and support for courses that serve the race & ethnicity degree requirement.	LSA student idea: In 2018-2019, we want to actively experiment with the creation of a Student Advisory Committee on R&E and find creative and meaningful ways to involve undergraduates, formally and informally, in the redesign of courses and in the creation of new methods to provide support and feedback for faculty and GSIs struggling to make their classrooms more inclusive.	Not Started		






















UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
College of Literature, Science and the Arts	Improve quality of and support for courses that serve the race & ethnicity degree requirement.	Formally involve more students in the R&E Course Approval process.	Complete		
College of Literature, Science and the Arts	Continue to develop inclusive undergraduate STEM education.	Evolve partnership between REBUILD and CRLT and LSA to improve UGED intro science courses using evidence-based techniques.	Complete		
College of Literature, Science and the Arts	Continue to develop inclusive undergraduate STEM education.	Encourage coordination among student learning communities and support offices; look for synergies with the "Growing STEM" community to build a sustainable pipeline, including for URM students, women, into STEM fields, from pre-college programs through medical and professional school.	In Progress		Somewhat Complete
College of Literature, Science and the Arts	Continue to develop inclusive undergraduate STEM education.	Continue to support and work to better define and utilize the capacity of "Growing STEM" as an NCID Knowledge Community. Directly involve more LSA NS departments.	In Progress		Somewhat Complete
College of Literature, Science and the Arts	Continue to develop inclusive undergraduate STEM education.	Actively involve students, both undergrad and graduate, in these efforts. LSA student idea from Plan-A-Thon: Create a Women in STEM Advisory Group.	In Progress		Somewhat Complete
College of Literature, Science and the Arts	Promote Inclusive Community-Based Education.	Continue to support and increase opportunities for engaged and community-based curricular/co-curricular initiatives. Increase staffing and administrative support for CEAL to grow capacity for faculty development and course consultation, and to support the Engaged Pedagogy Initiative with Rackham that trains graduate and undergraduate students in CBL techniques.	In Progress		Almost Complete
College of Literature, Science and the Arts	Promote Inclusive Community-Based Education.	Support curricular innovations for Project Community. The Sociology Department has submitted a proposal to strengthen the course.	Complete		
College of Literature, Science and the Arts	Reinvest in the Comprehensive Studies Program.	Grow the size and the scope of the program to ensure that students with the most need have ample access to services and support required to thrive, especially first-generation students and those from lower socioeconomic backgrounds.	Complete		
College of Literature, Science and the Arts	Expand the scope of the Undergraduate Research Opportunity Program (UROP).	Support the expansion of UROP's work with transfer students as part of the larger strategy to recruit, retain, and support transfer students.	Complete		
College of Literature, Science and the Arts	Expand the scope of the Undergraduate Research Opportunity Program (UROP).	Continue to create opportunities for CSP students to participate in UROP through current activities, including mini-courses for diverse students and other outreach activities.	Complete		
College of Literature, Science and the Arts	Expand the scope of the Undergraduate Research Opportunity Program (UROP).	Create pipeline programs for alumni of UROP, including URM alumni, to encourage them to seek future research opportunities both on and off campus, workshops on graduate school selection and application, and other related areas especially but not limited to students in STEM fields.	Not Started		
College of Literature, Science and the Arts	Expand the scope of the Undergraduate Research Opportunity Program (UROP).	Work more collaboratively with CSP and Newnan advisors to make connection with UROP for students who are in need of faculty mentorship and guidance for future academic work.	Not Started		
College of Literature, Science and the Arts	Support efforts to build open and inclusive cultures.	Continue to promote—and consider increasing—the current level of diversity (URM, lower SES, Summer Bridge, admitted students, First Gen, gender-nonconforming, transfer students in GSP, international students) in Michigan Learning Communities.	Complete		




















UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
College of Literature, Science and the Arts	Make study abroad accessible for all students.	Continue to support "I Am Study Abroad" campaign on all College/U-M media outlets. Begun in winter 2016, it uses promotional videos, bus signs, table tents and posters featuring students of various races, ethnicities, genders, sexual orientations, socioeconomic backgrounds, academic majors, and on-campus involvements who studied abroad with CGIS. It also includes a video series, "Faces of Study Abroad."	In Progress		Almost Complete
College of Literature, Science and the Arts	Make study abroad accessible for all students.	Continue to increase number of Pell Grant recipients who do study abroad programs; continue to increase the level of diversity in terms of race, ethnicity, SES status and social identity in study abroad cohorts.	In Progress		Almost Complete
College of Literature, Science and the Arts	Support efforts to build open and inclusive cultures.	Continue \$120,000 Student Diversity Leaders Fund to support student-generated ideas and initiatives, especially but not exclusively in the learning communities. The LSA Democracy in Action Fund was launched in January 2017 to provide support for student-generated ideas and initiatives.	Complete		
College of Literature, Science and the Arts	Support efforts to build open and inclusive cultures.	Extend the Peer Tutor Summit Model to talk about important issues in common, regardless of discipline, namely creating a welcoming, diverse, inclusive and equitable climate and cultivating a growth mindset in the students they work with.	Complete		
College of Literature, Science and the Arts	Support efforts to build open and inclusive cultures.	Further institutionalize opportunities for students to receive training to be able to have a positive impact on campus climate, and to seek avenues for the growth and development of new initiatives.	In Progress		Halfway Complete
College of Literature, Science and the Arts	Deepen connection to departments.	Creation of the Sociology Opportunities for Undergraduate Leaders (SOUL) program to support and enrich the experiences of first-generation college students majoring in sociology.	Complete		
College of Literature, Science and the Arts	Expand Preview Weekends for graduate student recruitment.	Engage additional natural science units in participating in preview weekends.	Complete		
College of Literature, Science and the Arts	Expand Preview Weekends for graduate student recruitment.	Expand Preview Weekends to Social Science programs. Engage social science units who have expressed interest.	In Progress		Somewhat Complete
College of Literature, Science and the Arts	Expand Preview Weekends for graduate student recruitment.	Add new interested units to Preview weekends.	In Progress		Almost Complete
College of Literature, Science and the Arts	Expand Preview Weekends for graduate student recruitment.	Year Three and beyond, continue adding programs as needed.	In Progress		Almost Complete
College of Literature, Science and the Arts	Create partnerships with minority serving institutions.	Develop a plan to compile contacts of potential partner institutions from departments (plus alumni and other connections) to create network.	Complete		
College of Literature, Science and the Arts	Create partnerships with minority serving institutions.	Create conceptual framework of partner activities (faculty exchanges, student exchanges, 4+1 programs, etc.).	Not Started		
College of Literature, Science and the Arts	Create partnerships with minority serving institutions.	Carry out the planned activities with identified partners.	In Progress		Almost Complete
College of Literature, Science and the Arts	Create partnerships with minority serving institutions.	Evaluate effectiveness of partnerships.	Not Started		
College of Literature, Science and the Arts	Improve admissions training and support.	Promote admissions workshop to LSA admissions chairs and committee members.	Complete		
College of Literature, Science and the Arts	Improve admissions training and support.	Create internal website for sharing information on admission and selection of prospective applicants, including language for communications.	In Progress		Halfway Complete


















UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
College of Literature, Science and the Arts	Improve admissions training and support.	Continue admissions workshops.	Complete		
College of Literature, Science and the Arts	Improve admissions training and support.	Offer follow-up sessions on various recruitment opportunities such as SROP, MICHHERS, REUs, etc.	Not Started		
College of Literature, Science and the Arts	Involve graduate students in the Dean's Office DEI initiatives.	Consider Town Hall meetings with graduate students or other methods of gathering student input.	Not Started		
College of Literature, Science and the Arts	Involve graduate students in the Dean's Office DEI initiatives.	Investigate creation of other means of continuous feedback to the College (student organizations, website, online chats, etc.).	In Progress		Just Started
College of Literature, Science and the Arts	Involve graduate students in the Dean's Office DEI initiatives.	Consider a Graduate Student Advisory Board.	Not Started		
College of Literature, Science and the Arts	Increase training and support for GSIs.	Evaluate existing training to determine whether new programming could fill in any gap; involve students in evaluations.	Not Started		
College of Literature, Science and the Arts	Involve graduate students in the Dean's Office DEI initiatives.	Coordinate with Rackham on outreach.	In Progress		Almost Complete
College of Literature, Science and the Arts	Increase training and support for GSIs.	Promote existing trainings offered via CRLT, ELI, IGR and other campus partners.	In Progress		Almost Complete
College of Literature, Science and the Arts	Increase training and support for GSIs.	Create website for training options.	Not Started		
College of Literature, Science and the Arts	Enhance overall LSA staff employment branding with DEI efforts.	Make job postings and advertisements more impactful with respect to DEI in LSA.	Complete		
College of Literature, Science and the Arts	Increase training and support for GSIs.	Continue to create new training or adjust existing training to meet student needs. Evaluations will help make adjustments.	Not Started		
College of Literature, Science and the Arts	Review and update LSA policies for staff.	Review policies; update to ensure DEI support.	In Progress		Somewhat Complete
College of Literature, Science and the Arts	Review and update LSA policies for staff.	Perform ongoing monitoring and improvement of policies for alignment with DEI objectives.	In Progress		Somewhat Complete
College of Literature, Science and the Arts	Review and update LSA policies for staff.	Add policies as needed to support DEI; discontinue policies hindering efforts.	In Progress		Somewhat Complete
College of Literature, Science and the Arts	Create staff Diversity, equity and Inclusion (DEI) Officer position.	DEI Officer produces annual or biannual report on effectiveness of diversity recruitment and training efforts.	Complete		
College of Literature, Science and the Arts	Increase active recruitment of diverse applicants for LSA staff positions.	Update existing list of recruitment sources for diverse applicants for hiring manager use.	Complete		
College of Literature, Science and the Arts	Increase active recruitment of diverse applicants for LSA staff positions.	Continue review of diversity of applicant pools.	Complete		
College of Literature, Science and the Arts	Engage in career development for key staff positions.	Develop initial data on key LSA positions; use in creating succession plan.	In Progress		Somewhat Complete
College of Literature, Science and the Arts	Monitor staff climate and focus on staff retention.	Continue monitoring potential climate issues and proactively resolving DEI-related issues.	Complete		
College of Literature, Science and the Arts	Monitor staff climate and focus on staff retention.	Review trends in DEI issues; determine intervention effectiveness.	Complete		
College of Literature, Science and the Arts	Monitor staff climate and focus on staff retention.	Educate supervisors on UHR retention toolkit; commence conducting interviews.	In Progress		Almost Complete



















UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
College of Literature, Science and the Arts	Accommodating LSA staff with disabilities.	Review ADA cases for LSA; continuously improve interactive process.	In Progress		Somewhat Complete
College of Literature, Science and the Arts	Accommodating LSA staff with disabilities.	Provide regular reminders about ADA training in MyLinc and additional resources and training available.	Complete		
College of Literature, Science and the Arts	Develop and implement staff and supervisory professional development.	Continue reviewing data from LSA-specific sessions, competency data and U-M climate survey to assess impact of sessions.	Complete		
College of Literature, Science and the Arts	Enhance analysis and information sharing on career opportunities and paths for diverse staff.	If U-M climate survey includes career development question, use as baseline to determine if positive change occurs.	Complete		
College of Literature, Science and the Arts	Enhance analysis and information sharing on career opportunities and paths for diverse staff.	Conduct career development sessions to provide guidance on career advancement.	Complete		
College of Literature, Science and the Arts	Build and publish a dedicated LSA website on staff diversity.	Solicit ongoing stakeholder feedback on site value.	Complete		
College of Literature, Science and the Arts	Build and publish a dedicated LSA website on staff diversity.	Expand site to include information on progress to 2021 plan, DEI events on campus and employee resource groups.	Complete		
College of Literature, Science and the Arts	Create and implement a DEI expectations statement or competency rating for staff.	Develop and communicate staff DEI expectations or competency statement for staff; review and update over time.	Not Started		
College of Literature, Science and the Arts	Create and implement a DEI expectations statement or competency rating for staff.	Capture qualitative information in ePerformance on DEI-related staff development; deferring to rollout of new UHR DEI competency model.	In Progress		Somewhat Complete
College of Literature, Science and the Arts	Create and implement a DEI expectations statement or competency rating for staff.	As measure of various DEI activities, evaluate change in staff aggregate DEI competency.	Not Started		
College of Literature, Science and the Arts	Utilize space naming to optimize inclusivity in recognition of significant figures and events.	Review and revise LSA space naming policies; update to ensure DEI support.	Not Started		
College of Literature, Science and the Arts	Utilize space naming to optimize inclusivity in recognition of significant figures and events.	Evaluate opportunities to use space naming and other strategies associated with space/location to recognize events or individuals associated with the property.	Not Started		
College of Literature, Science and the Arts	Enlist students as diversity workers and allies.	Extend the Peer Tutor Summit Model to talk about important issues in common, regardless of discipline, namely creating a welcoming, diverse, inclusive and equitable climate and cultivating a growth mindset in the students they work with.	In Progress		Somewhat Complete
College of Literature, Science and the Arts	Enlist students as diversity workers and allies.	Annual Leadership in Action training for undergraduate student leaders.	In Progress		Somewhat Complete
College of Literature, Science and the Arts	Enlist students as diversity workers and allies.	Create a \$120,000 Student Diversity Leaders Fund to support student-generated ideas especially (though not exclusively) in the learning communities.	In Progress		Somewhat Complete
College of Literature, Science and the Arts	Educate our community on sexual harassment and misconduct prevention in an effort to promote a safe and supportive environment for all members to work, learn and thrive.	Support unit-level participation in mandatory training.			
Life Sciences Institute	Increase LSI impact on diversity, equity and inclusion goals through the garnering of funding support for diversity efforts.	Continue to assess donor interest in funding programs that enhance diversity and connect donor interest to new and existing programs.	Complete		
Life Sciences Institute	Increase LSI impact on diversity, equity and inclusion goals through the garnering of funding support for diversity efforts.	Apply for foundation funding for increasing diversity in STEM fields.	Complete		
Life Sciences Institute	Diversify the membership of the LSI Leadership Council.	Continue process to recruit diverse members for the LSI Leadership Council (a donor-based committee), especially those with an interest in DEI efforts.	Complete		





















UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Life Sciences Institute	Increase our outreach efforts to enhance the recruitment of underrepresented minority faculty members at all ranks.	Incorporate faculty demographics as well as interdisciplinarity of our research into communication pieces.	In Progress		Somewhat Complete
Life Sciences Institute	Increase our outreach efforts to enhance the recruitment of underrepresented minority faculty members at all ranks.	Proactively recruit underrepresented groups by posting faculty jobs on sites with a focus on underrepresented groups (e.g., Association for Women in Science, SACNAS, diversejobs.net).	Complete		
Life Sciences Institute	Increase our outreach efforts to enhance the recruitment of underrepresented minority faculty members at all ranks.	Work closely with partner units to increase diversity in the applicant pool for faculty recruitment.	In Progress		Somewhat Complete
Life Sciences Institute	Increase information and practices to better maximize the likelihood that diverse, well-qualified candidates for faculty positions will be identified.	Develop an LSI Faculty Recruitment and Hiring Standard Operating Procedures to incorporate best practices for faculty searches and to standardize the recruitment process.	Complete		
Life Sciences Institute	Increase information and practices to better maximize the likelihood that diverse, well-qualified candidates for faculty positions will be identified.	Require faculty search committee members to attend the Committee on Strategies and Tactics for Recruiting to Improve Diversity and Excellence (STRIDE) training provided through ADVANCE.	Complete		
Life Sciences Institute	Ensure the retention of LSI faculty through the provision of a work environment where they feel heard, included and invested.	Track mentoring committee progress for each Research Assistant Professor and Research Associate Professor at the Institute, in collaboration with their academic departments, and maintain a spreadsheet containing the composition and activity of each committee.	In Progress		Halfway Complete
Life Sciences Institute	Ensure the retention of LSI faculty through the provision of a work environment where they feel heard, included and invested.	Formalize faculty mentorship process for junior faculty.	Complete		
Life Sciences Institute	Ensure the retention of LSI faculty through the provision of a work environment where they feel heard, included and invested.	Formalize faculty award process.	Complete		
Life Sciences Institute	Ensure the retention of LSI faculty through the provision of a work environment where they feel heard, included and invested.	Formalize faculty promotion process.	Complete		
Life Sciences Institute	Ensure the retention of LSI faculty through the provision of a work environment where they feel heard, included and invested.	Conduct leadership communication with each faculty member's tenure department to determine proactively any unmet or upcoming needs, opportunities or interests.	Complete		
Life Sciences Institute	Ensure the retention of LSI faculty through the provision of a work environment where they feel heard, included and invested.	Develop a faculty offboarding process and related policies.	Not Started		
Life Sciences Institute	Ensure the retention of LSI faculty through the provision of a work environment where they feel heard, included and invested.	Pursue more formal program creation and outreach for a diversity sabbatical.	Not Started		
Life Sciences Institute	Ensure the retention of LSI faculty through the provision of a work environment where they feel heard, included and invested.	Offer exit interviews for research-track faculty to ascertain why individuals are leaving employment with the LSI.	Complete		
Life Sciences Institute	Ensure the retention of LSI faculty through the provision of a work environment where they feel heard, included and invested.	Offer an appreciation lunch for research-track faculty.	In Progress		Just Started
Life Sciences Institute	Ensure the retention of LSI faculty through the provision of a work environment where they feel heard, included and invested.	Query research-track faculty about what supports they would like (e.g., email group for communication, group for professional development and socialization).	In Progress		Somewhat Complete
Life Sciences Institute	Increase our outreach efforts to enhance the recruitment of postdoctoral research fellows who are from groups underrepresented at the LSI.	Post the Michigan Life Sciences Fellows Program on job posting sites that focus on underrepresented groups (e.g., Association for Women in Science, SACNAS).	Complete		
Life Sciences Institute	Increase our outreach efforts to enhance the recruitment of postdoctoral research fellows who are from groups underrepresented at the LSI.	Compare the demographics of LSI postdocs to that of U-M and national STEM postdocs to benchmark.	In Progress		Just Started
















UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Life Sciences Institute	Increase our outreach efforts to enhance the recruitment of postdoctoral research fellows who are from groups underrepresented at the LSI.	Send job description template to faculty at the LSI who are currently seeking to fill vacancies that includes a statement of our value for a climate for success.	In Progress		Somewhat Complete
Life Sciences Institute	Increase our outreach efforts to enhance the recruitment of postdoctoral research fellows who are from groups underrepresented at the LSI.	Recruit postdocs through the Michigan Life Sciences Fellows program.	Complete		
Life Sciences Institute	Increase our outreach efforts to enhance the recruitment of postdoctoral research fellows who are from groups underrepresented at the LSI.	Serve as a participating unit for the LSA Collegiate Fellows Program and other relevant postdoc program opportunities that may arise.	Complete		
Life Sciences Institute	Increase outreach efforts to recruit more diverse applicants for administrative and laboratory staff positions.	Provide job description template to faculty at the LSI who are currently seeking to fill vacancies that includes a statement of our value for a climate for success.	In Progress		
Life Sciences Institute	Increase outreach efforts to recruit more diverse applicants for administrative and laboratory staff positions.	Advertise positions on job boards focused on underrepresented minority groups to increase the diversity of applicant pools.	Complete		
Life Sciences Institute	Increase outreach efforts to recruit more diverse applicants for administrative and laboratory staff positions.	Conduct an LSI HR review of the applicant pool to assure that all have been considered based on the job requirements and qualifications of the applicants.	Complete		
Life Sciences Institute	Increase efforts to retain staff members.	Offer an appreciation lunch for lab/research staff.	In Progress		Almost Complete
Life Sciences Institute	Increase efforts to retain staff members.	Implement biannual faculty talks at administrative staff meeting.	Complete		
Life Sciences Institute	Increase efforts to retain staff members.	Launch an Outstanding Administrative Staff Award.	Complete		
Life Sciences Institute	Increase efforts to retain staff members.	Explore a question or a goal related to DEI goals or considerations at the end of the calendar year (e.g., attend an LPD workshop or see a speaker on campus).	Complete		
Life Sciences Institute	Increase efforts to retain staff members.	Track the rate of turnover, lateral or upward moves in staff positions.	Complete		
Life Sciences Institute	Increase efforts to retain staff members.	Send exit interview surveys to staff upon departure to gather data.	Complete		
Life Sciences Institute	Increase efforts to retain staff members.	Conduct annual review of exit surveys with LSI leadership to discuss any trends.	In Progress		Almost Complete
Life Sciences Institute	Increase our outreach efforts to enhance the U-M and external pipeline of graduate students.	Continue and strengthen ties to external entities with potential pipelines for students from diverse backgrounds.	In Progress		Halfway Complete
Life Sciences Institute	Increase our outreach efforts to enhance the U-M and external pipeline of graduate students.	Actively encourage all LSI faculty to enroll as a faculty mentor for U-M's UROP program.	Complete		
Life Sciences Institute	Increase our outreach efforts to enhance the U-M and external pipeline of graduate students.	Share information about the LSI with current U-M undergraduate students, including M-STEM summer program participants.	Not Started		
Life Sciences Institute	Seek to retain trainees by offering resources and a supportive climate.	Offer a trainee retreat geared toward community building, with discussions about mentoring and climate.	In Progress		Almost Complete
Life Sciences Institute	Seek to retain trainees by offering resources and a supportive climate.	Provide information about funding/fellowship opportunities, including those open to international members.	Complete		
Life Sciences Institute	Seek to retain trainees by offering resources and a supportive climate.	Seek means to provide financial support for all Program in Chemical Biology graduate students, including underrepresented minorities, that will supplement or replace funding.	In Progress		Somewhat Complete
Life Sciences Institute	Seek to retain trainees by offering resources and a supportive climate.	Explore needs-based long-term loaner computer program.	Complete		




















UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Life Sciences Institute	Seek to retain trainees by offering resources and a supportive climate.	Communicate annually with postdoctoral research fellows about appointment renewal and term limits.	Complete		
Life Sciences Institute	Seek to retain trainees by offering resources and a supportive climate.	Implement postdoctoral Individual Development Plan (IDP) process.	In Progress		Somewhat Complete
Life Sciences Institute	Seek to retain trainees by offering resources and a supportive climate.	Send exit interview surveys to postdoctoral research fellows to ascertain why individuals are leaving the LSI.	Complete		
Life Sciences Institute	Provide training opportunities for the broader LSI community.	Offer conflict resolution training.	Not Started		
Life Sciences Institute	Provide training opportunities for the broader LSI community.	Provide grant proposal writing support opportunities.	Complete		
Life Sciences Institute	Provide training opportunities for the broader LSI community.	Offer training in inclusion, respect and diversity for trainees.	In Progress		Almost Complete
Life Sciences Institute	Provide training and support to faculty in their roles.	Require Haven training for faculty, until such time as a university-wide training policy is implemented.			
Life Sciences Institute	Provide training and support to faculty in their roles.	Invite CRLT Players to perform the "No Offense" skit.	Not Started		
Life Sciences Institute	Provide training and support to faculty in their roles.	Consult with labs about DEI training that might be useful for their labs.	Not Started		
Life Sciences Institute	Provide training and support to faculty in their roles.	Offer a financial incentive for lab retreat expenses when DEI-related training is included in the retreat agenda.	In Progress		Somewhat Complete
Life Sciences Institute	Provide training and support to faculty in their roles.	Host a MORE Committee (Mentoring Others Results in Excellence) workshop for all LSI faculty to share best practices for mentoring.	Not Started		
Life Sciences Institute	Provide training to support administrative staff in their roles.	Continue to incorporate education sessions at monthly all-staff meetings applicable to diversity, equity and inclusion topics.	In Progress		Just Started
Life Sciences Institute	Provide training to support administrative staff in their roles.	Require appropriate management training session for all LSI administrative directors.	In Progress		Almost Complete
Life Sciences Institute	Engage the LSI community in developing, evaluating and prioritizing actions and strategies for how to improve diversity, equity and inclusion.	Seek input from multiple constituencies on plan updates and revisions for Year Four plan.	Complete		
Life Sciences Institute	Engage the LSI community in developing, evaluating and prioritizing actions and strategies for how to improve diversity, equity and inclusion.	Host quarterly climate for success discussions.	Complete		
Life Sciences Institute	Continue to incorporate DEI values into LSI communications and regularly communicate our progress on our plans and objectives with the LSI community.	Continue to invest in professional photographs in the labs to increase the diversity of our media library.	Complete		
Life Sciences Institute	Continue to incorporate DEI values into LSI communications and regularly communicate our progress on our plans and objectives with the LSI community.	Ensure DEI is incorporated into our regular communication channels.	Complete		
Life Sciences Institute	Continue to incorporate DEI values into LSI communications and regularly communicate our progress on our plans and objectives with the LSI community.	Conduct a more focused review of all core values.	In Progress		Just Started
Life Sciences Institute	Continue to incorporate DEI values into LSI communications and regularly communicate our progress on our plans and objectives with the LSI community.	Develop more robust DEI webpage content.	In Progress		Somewhat Complete
Life Sciences Institute	Continue to incorporate DEI values into LSI communications and regularly communicate our progress on our plans and objectives with the LSI community.	Provide semiannual presentations at lab meetings with updates on DEI activities.	Not Started		













UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Life Sciences Institute	Continue to incorporate DEI values into LSI communications and regularly communicate our progress on our plans and objectives with the LSI community.	Explore new methods to improve internal communications (e.g., additional digital screens, elevators, conference rooms).	Complete		
Life Sciences Institute	Continue to incorporate DEI values into LSI communications and regularly communicate our progress on our plans and objectives with the LSI community.	Be inclusive of affiliations and levels in our communication channels (e.g., highlighting research-track faculty and undergrads, and work toward consistency of the types of communications about particular labs (e.g. defenses, fellowships).	In Progress		Halfway Complete
Life Sciences Institute	Continue to incorporate DEI values into LSI communications and regularly communicate our progress on our plans and objectives with the LSI community.	Query LSI community about awareness of DEI activities.	Complete		
Life Sciences Institute	Continue to incorporate DEI values into LSI communications and regularly communicate our progress on our plans and objectives with the LSI community.	Begin work on the new iteration of the intranet for communicating with our internal audience.	In Progress		Halfway Complete
Life Sciences Institute	Integrate new members of the LSI community in a structured onboarding process and establish a common understanding of expectations for all members.	Send welcome letter to all new members of the LSI community.	In Progress		Halfway Complete
Life Sciences Institute	Integrate new members of the LSI community in a structured onboarding process and establish a common understanding of expectations for all members.	Make a welcome video from the LSI director.	Not Started		
Life Sciences Institute	Integrate new members of the LSI community in a structured onboarding process and establish a common understanding of expectations for all members.	Create standard onboarding documentation for new lab members.	In Progress		Just Started
Life Sciences Institute	Integrate new members of the LSI community in a structured onboarding process and establish a common understanding of expectations for all members.	Implement a Statement of Community Values.	In Progress		Almost Complete
Life Sciences Institute	Integrate new members of the LSI community in a structured onboarding process and establish a common understanding of expectations for all members.	Increase involvement and accessibility of building tours.	Complete		
Life Sciences Institute	Integrate new members of the LSI community in a structured onboarding process and establish a common understanding of expectations for all members.	Query new members at three months to learn what could be improved for their onboarding experience.	Not Started		
Life Sciences Institute	Foster inclusion for all members of the LSI community through events and activities, both professional and social.	Include additional seminars to allow the LSI postdocs and the STEM in Color organization to host speakers.			
Life Sciences Institute	Foster inclusion for all members of the LSI community through events and activities, both professional and social.	Offer annual diversity-focused event, tying into U-M's Diversity Summit activities.	Complete		
Life Sciences Institute	Foster inclusion for all members of the LSI community through events and activities, both professional and social.	Offer monthly social activities.	Complete		
Life Sciences Institute	Foster inclusion for all members of the LSI community through events and activities, both professional and social.	Include tenure-home departments of LSI faculty in relevant activities.	In Progress		Somewhat Complete
Life Sciences Institute	Foster inclusion for all members of the LSI community through events and activities, both professional and social.	Host a "Celebration of Excellence" event to include recognition of outreach activities.	Complete		
Life Sciences Institute	Foster inclusion for all members of the LSI community through events and activities, both professional and social.	Offer support for international members of the LSI.	Complete		
Life Sciences Institute	Increase community building and inclusiveness for trainees.	Incorporate feedback from surveys in programmatic planning.	Complete		















UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Life Sciences Institute	Increase community building and inclusiveness for trainees.	Incorporate training/discussions applicable to diversity, equity and inclusion topics within annual LSI Grads Group and LSI Postdocs Group calendar of events.	Complete		
Life Sciences Institute	Increase community building and inclusiveness for trainees.	Encourage collaboration between the LSI Grads and Postdoc Groups.	Complete		
Life Sciences Institute	Foster a climate for success for undergraduate students working in the LSI.	Conduct an end of program survey for the Perrigo Undergraduate Research Program.	Complete		
Life Sciences Institute	Foster a climate for success for undergraduate students working in the LSI.	Create a Director of Undergraduate Research position.	Complete		
Life Sciences Institute	Foster a climate for success for undergraduate students working in the LSI.	Offer an appreciation lunch for undergrads.	Complete		
Life Sciences Institute	Foster a climate for success for undergraduate students working in the LSI.	Provide social and professional development opportunities for undergraduate students in summer programs.	Complete		
Life Sciences Institute	Foster a climate for success for undergraduate students working in the LSI.	Send exit interview surveys to students when they leave the LSI.	In Progress		Somewhat Complete
Life Sciences Institute	Provide support to increase the impact of LSI outreach efforts.	Continue to offer a high school research internship program focused on students from underserved areas.	Complete		
Life Sciences Institute	Provide support to increase the impact of LSI outreach efforts.	Provide LSI members participating in outreach efforts with LSI-branded apparel.	Complete		
Life Sciences Institute	Provide support to increase the impact of LSI outreach efforts.	Highlight outreach efforts in LSI communications to encourage broader participation.	Complete		
Life Sciences Institute	Provide support to increase the impact of LSI outreach efforts.	Attempt to recruit a participant in the joint U-M, Washtenaw County and Michigan Works Program for Youth Employment & Mentorship program.	Complete		
Life Sciences Institute	Provide support to increase the impact of LSI outreach efforts.	Compile opportunities for community outreach and share information about these opportunities with members of the LSI.	Complete		
Life Sciences Institute	Provide support to increase the impact of LSI outreach efforts.	Launch an LSI Outreach Award to recognize LSI members at all levels who participate in outreach activities.	Complete		
Life Sciences Institute	Provide support to increase the impact of LSI outreach efforts.	Launch an LSI tour request protocol for outreach purposes.	Complete		
Life Sciences Institute	Provide support to increase the impact of LSI outreach efforts.	Meet annually with university units focused on high school outreach to determine opportunities for sponsorship or LSI inclusion (e.g., University Outreach Council, Wolverine Pathways).			
Life Sciences Institute	Increase LSI impact on diversity, equity and inclusion goals through partnerships with U-M student groups, university programs and departments.	Meet with relevant recognized student organizations to better understand event sponsorship and other support needs.	Complete		
Life Sciences Institute	Increase LSI impact on diversity, equity and inclusion goals through partnerships with U-M student groups, university programs and departments.	Create a process for funding requests by recognized student groups or other University programs focused on diversity outreach or equity and inclusion elements.	In Progress		Just Started
Life Sciences Institute	Increase LSI impact on diversity, equity and inclusion goals through partnerships with U-M student groups, university programs and departments.	Sponsor/co-sponsor with another university department/unit focused events for MLK Day, Black History Month and other related diversity considerations.	Complete		
Life Sciences Institute	Enhance the communication and outreach of the LSI scientific centers to ensure greater knowledge of the services, support, expertise and technology available to all members of the university and external customers.	Conduct reviews of the communications for the Center for Chemical Genomics (CCG) and the Center for the Discovery of New Medicine (CDNM)/Michigan Drug Discovery including website, flyers, presentations and face-to-face meeting materials to ensure the centers' mission, expertise and operations are clearly understood.	In Progress		Just Started

UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Life Sciences Institute	Enhance the communication and outreach of the LSI scientific centers to ensure greater knowledge of the services, support, expertise and technology available to all members of the university and external customers.	Continue to incorporate images and subjects in all forms of communications for CCG and CDNM)/Michigan Drug Discovery and to ensure that they display diverse subjects.	Not Started		
Life Sciences Institute	Enhance the communication and outreach of the LSI scientific centers to ensure greater knowledge of the services, support, expertise and technology available to all members of the university and external customers.	Continue to train students, postdocs, staff and faculty at U-M in the strategy, technology and execution of effective high throughput biology and drug screening (for CCG) and the strategy, operational planning and executive of effective academic drug discovery at U-M (for CDNM/Michigan Drug Discovery).	Not Started		
Matthaei Botanical Gardens & Nichols Arboretum	Make progress toward our long-term vision of Matthaei-Nichols staff interns, volunteers and visitors mirroring the population of SE Michigan by putting DEI at the center of our recruitment, hiring and retention practices.	Explore different strategies to increase student participation in our volunteer program.	In Progress		Halfway Complete
Matthaei Botanical Gardens & Nichols Arboretum	Make progress toward our long-term vision of Matthaei-Nichols staff interns, volunteers and visitors mirroring the population of SE Michigan by putting DEI at the center of our recruitment, hiring and retention practices.	Set the expectation that Volunteer Captains will assist our employees in ensuring an inclusive and equitable environment at work and at volunteer events.	In Progress		Somewhat Complete
Matthaei Botanical Gardens & Nichols Arboretum	Make progress toward our long-term vision of Matthaei-Nichols staff interns, volunteers and visitors mirroring the population of SE Michigan by putting DEI at the center of our recruitment, hiring and retention practices.	Explore the possibility of creating a student-led volunteer group for Garden and Arboretum spaces modeled after the Friends of the Campus Farm.	In Progress		Halfway Complete
Matthaei Botanical Gardens & Nichols Arboretum	Make progress toward our long-term vision of Matthaei-Nichols staff interns, volunteers and visitors mirroring the population of SE Michigan by putting DEI at the center of our recruitment, hiring and retention practices.	Continue to include DEI messaging in volunteer orientation and ensure that these policies are understood by volunteers; set an expectation of compliance.	Complete		
Matthaei Botanical Gardens & Nichols Arboretum	Make progress toward our long-term vision of Matthaei-Nichols staff interns, volunteers and visitors mirroring the population of SE Michigan by putting DEI at the center of our recruitment, hiring and retention practices.	Begin advertising and outreach at student centers on campus, such as the multicultural and first-generation student centers.	In Progress		Somewhat Complete
Matthaei Botanical Gardens & Nichols Arboretum	Be a key site to facilitate the pipeline DEI objectives of other university units.	Continue working with Wolverine Pathways implementers to identify how we can best serve this key campuswide priority.	Complete		
Matthaei Botanical Gardens & Nichols Arboretum	Be a key site to facilitate the pipeline DEI objectives of other university units.	Identify and explore additional options for serving the DEI goals of other units, beginning with providing information about the resources we offer to the DEI planning leads.	Complete		
Matthaei Botanical Gardens & Nichols Arboretum	Increase diversity, equity and inclusion among participants in our U-M student programs.	Continue to spread the message of food justice and DEI using the Farm as a stage.	Complete		
Matthaei Botanical Gardens & Nichols Arboretum	Increase diversity, equity and inclusion among participants in our U-M student programs.	Extend invitations to apply for internships to the over 100 M-STEM and Bridge Program students who participate in our programs every summer.	Complete		
Matthaei Botanical Gardens & Nichols Arboretum	Increase diversity, equity and inclusion among participants in our U-M student programs.	Provide low- or no-cost transportation options to Matthaei.	Complete		

UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Matthaei Botanical Gardens & Nichols Arboretum	Increase diversity, equity and inclusion among participants in our U-M student programs.	Increase availability of virtual tours to provide access to our programs for those with transportation challenges.	Complete		
Matthaei Botanical Gardens & Nichols Arboretum	Increase diversity, equity and inclusion among participants in our U-M student programs.	Advertise student awards to current or former interns and work/study students.	Complete		
Matthaei Botanical Gardens & Nichols Arboretum	Increase diversity, equity and inclusion among participants in our U-M student programs.	Increase marketing to reach all students who are eligible to apply. Efforts could include posting flyers, sending messages to recognized student groups and reaching out to professors to share with the students in their network.	Complete		
Matthaei Botanical Gardens & Nichols Arboretum	Increase diversity, equity and inclusion among participants in our U-M student programs.	Use the tools we have established to mitigate unconscious bias in new hires as we determine the winner of each award.	In Progress		Somewhat Complete
Matthaei Botanical Gardens & Nichols Arboretum	Build DEI skills among our student interns.	Include a DEI related training as one of the professional development workshops that Matthaei-Nichols offers to students as part of the Nature Academy internship program.	Complete		
Matthaei Botanical Gardens & Nichols Arboretum	Build DEI skills among our student interns.	Plan a multicultural day in summer 2019.	Complete		
Matthaei Botanical Gardens & Nichols Arboretum	Build DEI skills among our student interns.	Evaluate the effectiveness of our DEI trainings, multicultural day and the overall Year Three Plan as part of our annual student focus groups typically held in July.	In Progress		Almost Complete
Matthaei Botanical Gardens & Nichols Arboretum	Build DEI skills among our student interns.	Timely action on DEI questions and suggestions from students.	Complete		
Matthaei Botanical Gardens & Nichols Arboretum	Create a culture and environment of inclusivity and equity.	Explore strategies to increase the diversity of our Vision Leaders Group.	Not Started		
Matthaei Botanical Gardens & Nichols Arboretum	Create a culture and environment of inclusivity and equity.	To ensure pay equity update our compensation policy to define the parameters of Market Value-based wages.	In Progress		Somewhat Complete
Matthaei Botanical Gardens & Nichols Arboretum	Create a culture and environment of inclusivity and equity.	Schedule at least two unit-hosted, DEI-focused, required employee training sessions.	Complete		
Matthaei Botanical Gardens & Nichols Arboretum	Create a culture and environment of inclusivity and equity.	Ensure that all regular employees attend at least four annual DEI training sessions for an FTE employee (part-time or short-term employees will attend a proportional amount.)	Complete		
Matthaei Botanical Gardens & Nichols Arboretum	Create a culture and environment of inclusivity and equity.	Ensure all DEI Action Items are included in individual and teamwork plans.	In Progress		Halfway Complete
Matthaei Botanical Gardens & Nichols Arboretum	Create a culture and environment of inclusivity and equity.	Create a mechanism for faculty, staff and student employees to report DEI improvement ideas anonymously and publicize university resources for reporting employment concerns, including with respect to discrimination/harassment.	Complete		




















UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Matthaei Botanical Gardens & Nichols Arboretum	Create a culture and environment of inclusivity and equity.	Share website content that represents our diversity in photos, text, events and more.			
Matthaei Botanical Gardens & Nichols Arboretum	Remove a key barrier to participation in our landscapes and programs.	Integrate accessibility improvements into capital requests and planning.	In Progress		Almost Complete
Matthaei Botanical Gardens & Nichols Arboretum	Remove a key barrier to participation in our landscapes and programs.	Increase public awareness of our multi-use recreational connector trail.	Complete		
Matthaei Botanical Gardens & Nichols Arboretum	Remove a key barrier to participation in our landscapes and programs.	Research additional/alternative transportation to access the Arboretum and Gardens such as ride sharing, on demand ride services, self-driving cars, buses, bike shares, etc.	In Progress		Halfway Complete
Matthaei Botanical Gardens & Nichols Arboretum	Remove a key barrier to participation in our landscapes and programs.	Request funding from the Provost's Office to pilot public transportation options to Matthaei for two years.	In Progress		Somewhat Complete
Matthaei Botanical Gardens & Nichols Arboretum	Remove a key barrier to participation in our landscapes and programs.	Improve signage for our restrooms so they are more inclusive and make clear that our single stall-family/non-gendered restroom is available to all.	Complete		
Matthaei Botanical Gardens & Nichols Arboretum	Remove a key barrier to participation in our landscapes and programs.	Research ways to increase the use of our building spaces for hosting student groups, community meetings, study days and more.	In Progress		Somewhat Complete
Matthaei Botanical Gardens & Nichols Arboretum	Remove a key barrier to participation in our landscapes and programs.	Make recommendations for trail modifications at the Arb and Gardens to allow better access for people with limited mobility.	Not Started		
Matthaei Botanical Gardens & Nichols Arboretum	Remove a key barrier to participation in our landscapes and programs.	Create and update maps for our properties that highlight accessible walking routes with clearly labeled surfaces, distances and more.	In Progress		Almost Complete
Matthaei Botanical Gardens & Nichols Arboretum	Provide exhibits and outreach that invite participation and increase mutual understanding.	Increase number of attendees at exhibits and events, such as Peony Blossoms and Pure Melodies.	In Progress		Halfway Complete
Matthaei Botanical Gardens & Nichols Arboretum	Provide exhibits and outreach that invite participation and increase mutual understanding.	Complete interpretation and labeling of plants in Great Lakes Gardens in Anishinaabek.	In Progress		Somewhat Complete
Matthaei Botanical Gardens & Nichols Arboretum	Provide exhibits and outreach that invite participation and increase mutual understanding.	Invite greater participation by integrating exhibits and programs into overall U-M inclusion activities such as Black History Month or the Diversity Summit.	Not Started		
Matthaei Botanical Gardens & Nichols Arboretum	Provide exhibits and outreach that invite participation and increase mutual understanding.	Extend our calls for art more broadly to invite more participation, such as extending calls to include minority arts organizations, as informed by our market study.	Not Started		
Matthaei Botanical Gardens & Nichols Arboretum	Provide exhibits and outreach that invite participation and increase mutual understanding.	Increase cultural input on collections such as the Bonsai Garden and Peony Garden to ensure authenticity of our interpretation and displays.	In Progress		Somewhat Complete
Matthaei Botanical Gardens & Nichols Arboretum	Provide exhibits and outreach that invite participation and increase mutual understanding.	Research the connection between plant collections and different cultures.	In Progress		Just Started





















UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Matthaei Botanical Gardens & Nichols Arboretum	Provide exhibits and outreach that invite participation and increase mutual understanding.	Research how our plant collections can increase our connection with international students, staff visitors and more.			
Matthaei Botanical Gardens & Nichols Arboretum	Provide exhibits and outreach that invite participation and increase mutual understanding.	Create wayfinding and interpretive signs at least partly in most frequently occurring languages.	Not Started		
Matthaei Botanical Gardens & Nichols Arboretum	Provide exhibits and outreach that invite participation and increase mutual understanding.	Offer brochures, newsletters and other public materials in at least two, most frequently occurring, languages in addition to English.	Not Started		
Matthaei Botanical Gardens & Nichols Arboretum	Provide exhibits and outreach that invite participation and increase mutual understanding.	Provide brochures and maps in large print.	Not Started		
Michigan Medicine	Develop aligned criteria and guidance for recruitment, hiring and selection that support diverse application pools.	Provide support for the utilization of the faculty toolkit, including enhancements and measures of success.	Complete		
Michigan Medicine	Develop aligned criteria and guidance for recruitment, hiring and selection that support diverse application pools.	In partnership with HR, support development of comprehensive recruiting toolkit that includes searches for leaders, faculty and staff.	In Progress		Halfway Complete
Michigan Medicine	Develop aligned criteria and guidance for recruitment, hiring and selection that support diverse application pools.	Implement exit interview strategy and plan to inform retention strategy.	Complete		
Michigan Medicine	Develop aligned criteria and guidance for recruitment, hiring and selection that support diverse application pools.	Facilitate SIMFest at SNMA and other national student conferences to attract prospective students. Michigan Medicine provides a variety of simulation experiences representing many of the available disciplines at Michigan Medicine in order to attract a broad pool of learner applicants, and increase awareness of healthcare career options.	Complete		
Michigan Medicine	Develop aligned criteria and guidance for recruitment, hiring and selection that support diverse application pools.	Diversity Fund -- assist faculty recruitment and advancement efforts related to those with a demonstrated commitment diversity, health equity and inclusion.	Complete		
Michigan Medicine	Design learning solutions using a variety of delivery methods to support DEI for everyone: faculty, staff and learners.	Complete needs assessment for cultural awareness and identify tools for increasing cultural sensitivity across Michigan Medicine.	In Progress		Somewhat Complete
Michigan Medicine	Develop aligned criteria and guidance for recruitment, hiring and selection that support diverse application pools.	Develop relationships with other universities and academic medical institutions to attract top talent to Michigan Medicine.	Complete		
Michigan Medicine	Design learning solutions using a variety of delivery methods to support DEI for everyone: faculty, staff and learners.	Select and convene interdisciplinary task force to create and implement DEI skill-building education programs, including a cultural sensitivity curriculum, for everyone.	Complete		
Michigan Medicine	Design learning solutions using a variety of delivery methods to support DEI for everyone: faculty, staff and learners.	Initiate development of multiple levels of education based on DEI competencies, including baseline general education for all faculty, staff and learners, specialized education on specific sub-topics, and education tracks for various audiences.	Complete		
Michigan Medicine	Design learning solutions using a variety of delivery methods to support DEI for everyone: faculty, staff and learners.	Develop toolkit of resources, train-the-trainer tools, and educational templates and platform to plan and track DEI activities.	Complete		
Michigan Medicine	Design learning solutions using a variety of delivery methods to support DEI for everyone: faculty, staff and learners.	Develop plan for internal DEI certification options and define track to obtain such certification.	In Progress		Halfway Complete
Michigan Medicine	Design learning solutions using a variety of delivery methods to support DEI for everyone: faculty, staff and learners.	Embed elements of inclusive communication and educational competencies to implement with positive culture teams that address pathways to conflict resolution.	Complete		

















UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Michigan Medicine	Design learning solutions using a variety of delivery methods to support DEI for everyone: faculty, staff and learners.	Maintain mini-grant program to help foster innovative DEI efforts and projects.	Complete		
Michigan Medicine	Design learning solutions using a variety of delivery methods to support DEI for everyone: faculty, staff and learners.	Continue to develop pathways for helping staff advance into leadership position(s).	Complete		
Michigan Medicine	Design learning solutions using a variety of delivery methods to support DEI for everyone: faculty, staff and learners.	Embed DEI education throughout faculty development offerings.	Complete		
Michigan Medicine	Design learning solutions using a variety of delivery methods to support DEI for everyone: faculty, staff and learners.	Pilot use of Intercultural Development Inventory.	Complete		
Michigan Medicine	Create plan and implementation framework for DEI resource groups to advise leadership on Michigan Medicine climate.	Convene interdisciplinary task force to solicit community input and establish desired resource groups that will address issues concerning our diverse populations.	Complete		
Michigan Medicine	Create plan and implementation framework for DEI resource groups to advise leadership on Michigan Medicine climate.	Implement framework for creating and ongoing support of resource teams including charge, roles, governance, objectives, member selection and onboarding.	Complete		
Michigan Medicine	Create plan and implementation framework for DEI resource groups to advise leadership on Michigan Medicine climate.	Develop communication strategy and process for joining resource group members and group leadership.	Complete		
Michigan Medicine	Create plan and implementation framework for DEI resource groups to advise leadership on Michigan Medicine climate.	Collaborate with resource groups to identify opportunities for policy and programmatic adjustments as they relate to the Michigan Medicine DEI climate.	Complete		
Michigan Medicine	Increase involvement of patient and family advisors in unit committees and as partners for DEI education.	Support process for patient and family advisors to join DEI resource teams.	Complete		
Michigan Medicine	Increase involvement of patient and family advisors in unit committees and as partners for DEI education.	Continue to collaborate with Office of Patient Experience to support patient and family advisory (PFAC) groups, and identifying advisors where none exist.	Complete		
Michigan Medicine	Increase involvement of patient and family advisors in unit committees and as partners for DEI education.	Continue to collaborate with Office of Patient Experience (OPE) advisory groups to develop a plan that prioritizes recruiting group members committed to health equity.	Complete		
Michigan Medicine	Increase involvement of patient and family advisors in unit committees and as partners for DEI education.	Support DEI training and skill-building of patient and family advisors during onboarding.	Complete		
Michigan Medicine	Increase involvement of patient and family advisors in unit committees and as partners for DEI education.	Collaborate with the 1557 coordinator to advise on policy changes to minimize patient conflict and discrimination.	Complete		
Michigan Medicine	Increase involvement of patient and family advisors in unit committees and as partners for DEI education.	Collaborate with OPE to hold "Just Ask: Cultural Sensitivity Provider Expo."	Complete		
Michigan Medicine	Provide education, training, communication and support for DEI unit implementation leads across Michigan Medicine.	Support Framework for Michigan Medicine DEI implementation leads.	Complete		
Michigan Medicine	Provide education, training, communication and support for DEI unit implementation leads across Michigan Medicine.	Develop communication strategy for DEI implementation leads.	Complete		
Michigan Medicine	Provide education, training, communication and support for DEI unit implementation leads across Michigan Medicine.	Develop consultation strategy and formalized support.	Complete		
Michigan Medicine	Provide education, training, communication and support for DEI unit implementation leads across Michigan Medicine.	Provide education/training/professional development for DEI implementation leads.	Complete		
Michigan Medicine	Provide education, training, communication and support for DEI unit implementation leads across Michigan Medicine.	Administer DEI Advocate Award.	Complete		
















UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Michigan Medicine	Develop a series of Michigan Medicine measurement and metrics tools to track activity and progress toward DEI goals.	Maintain use of Organizational Dashboard.	Complete		
Michigan Medicine	Develop a series of Michigan Medicine measurement and metrics tools to track activity and progress toward DEI goals.	Based on the Organizational Dashboard, develop and implement Departmental Dashboard.	Complete		
Michigan Medicine	Develop a series of Michigan Medicine measurement and metrics tools to track activity and progress toward DEI goals.	Collate information from Patient Satisfaction Surveys.	In Progress		Almost Complete
Michigan Medicine	Develop a series of Michigan Medicine measurement and metrics tools to track activity and progress toward DEI goals.	Implement Intermittent Climate Measurement: Pulse Survey.	Complete		
Michigan Medicine	Develop a series of Michigan Medicine measurement and metrics tools to track activity and progress toward DEI goals.	Develop a robust process for capturing and reporting DEI activity throughout Michigan Medicine in real time.	Complete		
Michigan Medicine	Continue to develop constituent support networks that build community for faculty, medical students and house officers.	Support the framework to guide the work of all faculty leads in their work.	Complete		
Michigan Medicine	Continue to develop constituent support networks that build community for faculty, medical students and house officers.	Faculty lead for house officers to provide programs and support.	Complete		
Michigan Medicine	Continue to develop constituent support networks that build community for faculty, medical students and house officers.	Faculty lead for medical student success to provide programs and support.	Complete		
Michigan Medicine	Continue to develop constituent support networks that build community for faculty, medical students and house officers.	Faculty lead for medical school faculty to provide programs and support.	Complete		
Michigan Medicine	Continue to develop constituent support networks that build community for faculty, medical students and house officers.	Faculty lead for pre-medical student success to provide programs and support.	Complete		
Michigan Medicine	Continue to develop constituent support networks that build community for faculty, medical students and house officers.	Recruit faculty lead for research to provide programs and support.	Complete		
Michigan Medicine	Facilitate support for health equity concerns within Michigan Medicine and beyond.	Evaluate and improve Standardized Patient program in the Medical School.	Complete		
Michigan Medicine	Facilitate support for health equity concerns within Michigan Medicine and beyond.	Facilitate Health Disparities Working Group.	Complete		
Michigan Medicine	Facilitate support for health equity concerns within Michigan Medicine and beyond.	Continue End of Life Committees and efforts.	Complete		
Michigan Medicine	Facilitate support for health equity concerns within Michigan Medicine and beyond.	Maintain national presence.	Complete		
Michigan Medicine	Facilitate support for health equity concerns within Michigan Medicine and beyond.	Explore feasibility of establishing a health equity consortium across the University of Michigan.	In Progress		Halfway Complete
Officer Educational Programs	Enhance diversity training already in place: Enhance awareness of DEI-related issues affecting all types of demographics.	Develop new methods to instruct diversity training within the unit in order to promote a greater understanding amongst individuals.	Complete		
Officer Educational Programs	Enhance diversity training already in place: Enhance awareness of DEI-related issues affecting all types of demographics.	Making mandated DoD (equal opportunity, diversity training, etc.) training more engaging to promote a more comprehensive understanding of equal opportunity.	Complete		
Officer Educational Programs	Improve OEP demographics: Demographic that leads the diversity efforts of DoD and be more reflective of the U-M population.	Focus on campus freshmen and transfer student fairs for outreach, as well as continue our FY 18 high school recruiting efforts based on identified diversity "hot spots." Use cadet peer groups in order to attract key diversity candidates to the program.	Complete		
Officer Educational Programs	Improve OEP demographics: Demographic that leads the diversity efforts of DoD and be more reflective of the U-M population.	Set up informational/recruiting displays around campus to get word out to the entire U-M community on the career opportunities afforded to service men and women, such as Festifall, Winterfest, career fairs.	Complete		















UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Officer Educational Programs	Improve OEP demographics: Demographic that leads the diversity efforts of DoD and be more reflective of the U-M population.	Set up recruiting tents on the Diag during peak traffic times.	Complete		
Officer Educational Programs	Improve OEP demographics: Demographic that leads the diversity efforts of DoD and be more reflective of the U-M population.	Increase the flexibility of our program so that it can accommodate organizations whose time commitments may otherwise prohibit them from joining ROTC, such as student athletes.	Complete		
Officer Educational Programs	Improve OEP demographics: Demographic that leads the diversity efforts of DoD and be more reflective of the U-M population.	Get involved with recognized student organizations on campus that reach out to less-represented high schools in the greater Detroit region.	Complete		
Officer Educational Programs	Improve OEP demographics: Demographic that leads the diversity efforts of DoD and be more reflective of the U-M population.	Attend campus days for admitted students.	Complete		
Officer Educational Programs	Improve OEP demographics: Demographic that leads the diversity efforts of DoD and be more reflective of the U-M population.	Fall Orientation events.	Complete		
Officer Educational Programs	Improve OEP diversity.	High school recruiting/targeted high school scholarship opportunities.	Complete		
Officer Educational Programs	Improve OEP diversity.	Use cadets to recruit within their college peer groups/spread word of mouth/classes.	Complete		
Officer Educational Programs	Continue to emphasize OEP community involvement on campus: Further immerse OEP in the campus community.	Build fostering relationships with other units and organizations around campus (e.g., SAPAC, Women's Crew Team, College of Engineering, etc.).	Complete		
Officer Educational Programs	Continue to emphasize OEP community involvement on campus: Further immerse OEP in the campus community.	Create opportunities for both ROTC staff students and other recognized student organizations to interact and gain a different perspective.	Complete		
Officer Educational Programs	Promoting positive women's culture in the military.	Organize and conduct the Women in Naval Service Symposium in order to promote awareness of women in military service.	Complete		
Officer Educational Programs	Enhance diversity awareness in the workplace.	Broaden cultural awareness through outside leader engagement in order to provide differing perspectives.	Complete		
Office of Budget and Planning	Attract a diverse staff in accordance with U-M Central Human Resources Diversity Recruitment Initiative.	Working in cooperation with Central HR, we will assure our future open positions are posted widely.	Complete		
Office of Budget and Planning	Attract a diverse staff in accordance with U-M Central Human Resources Diversity Recruitment Initiative.	Include messaging on the importance of DEI in open position posting.	Complete		
Office of Budget and Planning	Attract a diverse staff in accordance with U-M Central Human Resources Diversity Recruitment Initiative.	Our job description for internship position highlights our mission and commitment in delivering DEI-related information, research and analysis to the university community. We also stress that this intern will assist in DEI-related projects.	Complete		
Office of Budget and Planning	Commit to supporting high-quality professional development and learning opportunities to enhance performance and career growth of staff.	Conduct a review of professional development opportunities and learning opportunities that staff have participated in over the past year, and check to make sure that participation and opportunities have been equitable as appropriate.	Complete		
Office of Budget and Planning	Create systematic educational opportunities for staff regarding DEI concerns in the workplace and within the university community at large.	Catalogue campus resources, articles and research.	Complete		














UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Office of Budget and Planning	Commit to supporting high-quality professional development and learning opportunities to enhance performance and career growth of staff.	Communicate and/or update as needed OBP policy on professional development and learning opportunities to staff.	Complete		
Office of Budget and Planning	Commit to supporting high-quality professional development and learning opportunities to enhance performance and career growth of staff.	Establish a professional development plan for each staff member.	Complete		
Office of Budget and Planning	Create systematic educational opportunities for staff regarding DEI concerns in the workplace and within the university community at large.	Identify, post and encourage staff participation in campuswide opportunities (e.g. MLK Day events, cultural/arts appreciation day, storytime, discussion forum) designed to cultivate diversity-related skills.	Complete		
Office of Budget and Planning	Create systematic educational opportunities for staff regarding DEI concerns in the workplace and within the university community at large.	Invite guest speakers to discuss DEI issues, arrange DEI training sessions or organize a group viewings of DEI video presentations.	Complete		
Office of Budget and Planning	Create systematic educational opportunities for staff regarding DEI concerns in the workplace and within the university community at large.	Use staff meetings to provide consistent opportunities for dialogue, training and activities.	Complete		
Office of Budget and Planning	Create systematic educational opportunities for staff regarding DEI concerns in the workplace and within the university community at large.	Connect with other small units for joint trainings and events, sharing resources and mutual support.	Complete		
Office of Budget and Planning	Commit to fostering a more inclusive and equitable environment in OBP.	Ensure that everyone knows administrative processes that can be used to request help around diversity, equity and inclusion within OBP and other settings. Facilitate an informal channel for staff (i.e. confidential conversation with supervisor) within OBP to express areas of concerns or challenges that they are having or anticipate.	Complete		
Office of Budget and Planning	Commit to fostering a more inclusive and equitable environment in OBP.	Every staff member in OBP has a DEI goal and actions in his/her goal statement.	Complete		
Office of Budget and Planning	Continue and deepen staff's engagement with regard to refining, evaluating and prioritizing actions and strategies for OBP DEI plans.	Develop processes and mechanisms to engage staff in the planning process.	Complete		
Office of Budget and Planning	Expand the OBP inventory of reports/analyses related to DEI issues that meet the needs of the university community.	Invest in statistical software or analytical tools that enable us to examine meaningful subgroup differences effectively and efficiently.	Complete		
Office of Budget and Planning	Expand the OBP inventory of reports/analyses related to DEI issues that meet the needs of the university community.	Ensure that everyone enters "Diversity," "Equity" or "Inclusion" in a keyword field within the OBP task management tracker when a request or task has a DEI component, to help with tracking.	Complete		
Office of Budget and Planning	Expand the OBP inventory of reports/analyses related to DEI issues that meet the needs of the university community.	Periodically review DEI-related requests, and discuss whether to add the report to the website, produce the report as needed, share best practices with other units, do a breakdown by other DEI categories, develop standards/common definitions to help guide campus analyses, etc.	Complete		
Office of Budget and Planning	Expand the OBP inventory of reports/analyses related to DEI issues that meet the needs of the university community.	Identify ways to promote the availability of the data made available by the Institutional Research team.	Complete		
Office of Budget and Planning	Expand the OBP inventory of reports/analyses related to DEI issues that meet the needs of the university community.	Use staff participation at AAUDE (Association of American Universities Data Exchanges), AIR (Association of Institutional Research) or MI-AIR (Michigan Association for Institutional Research) conference to glean ideas about other DEI-related research on peer campuses. Catalogue DEI-related research and analysis presented at the conferences.	Complete		
Office of Budget and Planning	Improve accessibility of online resources.	Conduct an accessibility (ADA) review of its website.	Complete		










UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Office of Budget and Planning	Improve accessibility of online resources.	Explore ways that the OBP website can best provide DEI-related data, and how OBP can support the university website.	Complete		
Office of Budget and Planning	Improve accessibility of online resources.	Add any appropriate new reports and analyses or/and update current inventory under "Diversity, Equity & Inclusion Resources" on our website.	Complete		
Office of Diversity, Equity, and Inclusion	Work collaboratively and cooperatively with the campus and external constituencies to sustain or grow initiatives that enrich the academic, social, cultural and personal development of a diverse group of students.	Continue Detroit Promise Scholars program which provides scholarships and retention supports to enrolled students from Detroit.	Complete		
Office of Diversity, Equity, and Inclusion	Work collaboratively and cooperatively with the campus and external constituencies to sustain or grow initiatives that enrich the academic, social, cultural and personal development of a diverse group of students.	Expand MPOD (Michigan Pursuing Our Dreams) to six additional community colleges during 2018-2019.	Complete		
Office of Diversity, Equity, and Inclusion	Continue to grow Wolverine Pathways through student participation, and successfully prepare students for entry into the university.	Hire a person to focus on scholar recruitment and the new cohort(s) application process.	Complete		
Office of Diversity, Equity, and Inclusion	Continue to grow Wolverine Pathways through student participation, and successfully prepare students for entry into the university.	Continue to provide admitted scholars with academic enrichment experiences that supplement the work that schools and families are doing to prepare young people to gain admittance to the University of Michigan.	Complete		
Office of Diversity, Equity, and Inclusion	Continue to grow Wolverine Pathways through student participation, and successfully prepare students for entry into the university.	Provide in-depth instruction in the areas of English/Language Arts, science, mathematics and the social sciences as exploring computer coding, financial literacy and social and emotional learning, for example.	In Progress		Almost Complete
Office of Diversity, Equity, and Inclusion	Continue to grow Wolverine Pathways through student participation, and successfully prepare students for entry into the university.	Provide seniors with assistance in the college application process, including intensive review of essays.	Complete		
Office of Diversity, Equity, and Inclusion	Ensure the diversity of staff at all levels of the division: Implement standards to improve the recruitment, hiring and selection process to enhance the potential for increasing the diversity of the staff.	Review and adopt university hiring guides/framework/toolkit and training reflecting best practices that support equitable and inclusive staff recruitment and hiring/selection and adhere to the university's policies on equity non-discrimination, compliance, EEO, etc.	In Progress		Almost Complete
Office of Diversity, Equity, and Inclusion	Ensure the diversity of staff at all levels of the division: Implement standards to improve the recruitment, hiring and selection process to enhance the potential for increasing the diversity of the staff.	Ensure that new policies and guidelines are communicated and implemented to support equitable and inclusive staff recruitment and hiring/selection.	In Progress		Almost Complete
Office of Diversity, Equity, and Inclusion	Ensure the diversity of staff at all levels of the division: Implement standards to improve the recruitment, hiring and selection process to enhance the potential for increasing the diversity of the staff.	Include staff via committees, in the development of a framework, standards, guides and training for policies and practices related to recruitment, hiring, selection, retention and development.	Complete		
Office of Diversity, Equity, and Inclusion	Ensure the diversity of staff at all levels of the division: Implement standards to improve the recruitment, hiring and selection process to enhance the potential for increasing the diversity of the staff.	Finalize the onboarding process and train all staff in the process and all new staff will go through onboarding.	In Progress		Almost Complete
Office of Diversity, Equity, and Inclusion	Evaluate and improve practices that support the success, retention and promotion of a diverse staff.	Develop activities to support professional development and career advancement.	In Progress		Almost Complete
Office of Diversity, Equity, and Inclusion	Evaluate and improve practices that support the success, retention and promotion of a diverse staff.	Continue providing funding for staff to support attendance at professional development activities that expand awareness of DEI issues.	Complete		












UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Office of Diversity, Equity, and Inclusion	Evaluate and improve practices that support the success, retention and promotion of a diverse staff.	Gather baseline information from each unit and unit staff on how staff access professional development opportunities. The baseline information will be used to determine if, and if necessary, how to develop a more equitable and effective process.	In Progress		Halfway Complete
Office of Diversity, Equity, and Inclusion	Evaluate and improve practices that support the success, retention and promotion of a diverse staff.	Follow-up on findings from climate assessment report with focus groups around key findings.	Complete		
Office of Diversity, Equity, and Inclusion	Foster a positive climate for diversity that encourages staff members to grow and embrace diversity as a core value and as a vital component of the division and the institution. (staff)	Utilize LPD workshops/training for assisting staff in developing intercultural skills.	Complete		
Office of Diversity, Equity, and Inclusion	Foster a positive climate for diversity that encourages staff members and students to grow and embrace diversity as a core value and as a vital component of the division and the institution. (students)	Utilize LPD workshops/training for assisting student staff in developing intercultural skills.	In Progress		Just Started
Office of Diversity, Equity, and Inclusion	Work collaboratively and cooperatively with the campus and external constituencies to sustain or grow initiatives that enrich the academic, social, cultural and personal development of a diverse group of students.	Expand SuccessConnects program which delivers programmatic components to provide holistic (academic, social, and personal) success of undergraduate students through one-on-one success coaching conducted by professional staff for first year students (freshmen and transfers) and second year scholars' participation in one-on-one coaching delivered by junior/senior undergraduates that served in the role of Academic Success Partners.	Complete		
Office of Diversity, Equity, and Inclusion	Work collaboratively and cooperatively with the campus and external constituencies to sustain or grow initiatives that enrich the academic, social, cultural and personal development of a diverse group of students.	Continue SAMI (Student Academic Multicultural Initiatives), which provides funding to recognized student organizations or students for diversity programs, or a personal event or project that is both academic and multicultural.	Complete		
Office of Diversity, Equity, and Inclusion	Foster a positive climate for diversity that encourages staff members to grow and embrace diversity as a core value and vital component of the division and the institution.	Provide ongoing (quarterly or by semester) updates and opportunities for staff to provide feedback on the DEI strategic planning process.	Complete		
Office of Diversity, Equity, and Inclusion	Foster a positive climate for diversity that encourages staff members to grow and embrace diversity as a core value and vital component of the division and the institution.	Provide unit-wide gatherings once a semester for leadership to share vision related to DEI and to reinforce positive group interactions that foster a healthy unit climate.	Complete		
Office of Diversity, Equity, and Inclusion	Foster a positive climate for diversity that encourages staff members to grow and embrace diversity as a core value and vital component of the division and the institution.	On an annual basis, provide a series of division specific professional development/trainings for staff that will provide tools to be influential leaders and advocates for DEI across campus.			
Office of Diversity, Equity, and Inclusion	Foster a positive climate for diversity that encourages staff members to grow and embrace diversity as a core value and vital component of the division and the institution.	Continue to establish a process to coordinate and share information with staff regarding diversity-related speakers, conferences and other related events.	Complete		
Office of Diversity, Equity, and Inclusion	Foster a positive climate for diversity that encourages staff members to grow and embrace diversity as a core value and vital component of the division and the institution.	Continue to develop and communicate pathways to conflict resolution for responding to issues where staff may feel/perceive/experience a climate that is not inclusive.	Not Started		
Office of Diversity, Equity, and Inclusion	Foster a positive climate for diversity that encourages staff members to grow and embrace diversity as a core value and vital component of the division and the institution.	Coordinate with existing university policies and get review from others in OGC of any unit-specific approaches to ensure that there are no speech or employment issues created.	Complete		
Office of Diversity, Equity, and Inclusion	Foster a positive climate for diversity that encourages staff members to grow and embrace diversity as a core value and vital component of the division and the institution.	Next steps are to: Explore the mediation resources available in greater depth and arrange for professional development opportunity on what these resources have to offer for the ODEI units.	Not Started		



















UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Office of Diversity, Equity, and Inclusion	Foster a positive climate for diversity that encourages staff members to grow and embrace diversity as a core value and vital component of the division and the institution.	Provide training and leadership to staff on models of conflict resolution that demonstrate attention to how cultural differences challenge conflict resolution and how it may also facilitate conflict resolution.	Not Started		
Office of Diversity, Equity, and Inclusion	Work collaboratively and cooperatively with the campus and external constituencies to sustain or grow initiatives that enrich the academic, social, cultural and personal development of a diverse group of students.	OAMI will coordinate end-of-the-year cultural events, open to all who are interested, that celebrate the achievements, commonalities and differences that characterize the experiences of African/African-American, Arab, Latino/a, Asian Pacific Islander, First Generation, and Native communities.	Complete		
Office of Diversity, Equity, and Inclusion	Work collaboratively and cooperatively with the campus and external constituencies to sustain or grow initiatives that enrich the academic, social, cultural and personal development of a diverse group of students.	OAMI will partner with the Native American Student Association (NASA) to host the annual Dance for Mother Earth Powwow in April.	Complete		
Office of Diversity, Equity, and Inclusion	Work collaboratively and cooperatively with the campus and external constituencies to sustain or grow initiatives that enrich the academic, social, cultural and personal development of a diverse group of students.	OAMI coordinates U-M annual Rev. Dr. Martin Luther King, Jr. Symposium Keynote Lecture focused on current political climate and prevailing and competing political ideologies across America, and provides space for young innovators in media to play a role in inspiring inclusion.	Complete		
Office of Diversity, Equity, and Inclusion	K-12 Outreach Hub, refined mission: The Center for Educational Outreach (CEO) supports and advances the University of Michigan's commitment to educational outreach and academic excellence. CEO partners with faculty, staff and students to develop and implement programs that inform, engage and inspire a diverse community of scholars.	Development of technology infrastructure.	In Progress		Halfway Complete
Office of Diversity, Equity, and Inclusion	K-12 Outreach Hub, refined mission: The Center for Educational Outreach (CEO) supports and advances the University of Michigan's commitment to educational outreach and academic excellence. CEO partners with faculty, staff and students to develop and implement programs that inform, engage and inspire a diverse community of scholars.	Development of faculty community of practice (Faculty Forum and S.O.S. Fellowship).	Complete		
Office of Diversity, Equity, and Inclusion	K-12 Outreach Hub, refined mission: The Center for Educational Outreach (CEO) supports and advances the University of Michigan's commitment to educational outreach and academic excellence. CEO partners with faculty, staff and students to develop and implement programs that inform, engage and inspire a diverse community of scholars.	Consult with schools and colleges.	Complete		
Office of Diversity, Equity, and Inclusion	K-12 Outreach Hub, refined mission: The Center for Educational Outreach (CEO) supports and advances the University of Michigan's commitment to educational outreach and academic excellence. CEO partners with faculty, staff and students to develop and implement programs that inform, engage and inspire a diverse community of scholars.	Watson A. Young Scholarship.	Complete		
Office of Diversity, Equity, and Inclusion	K-12 Outreach Hub, refined mission: The Center for Educational Outreach (CEO) supports and advances the University of Michigan's commitment to educational outreach and academic excellence. CEO partners with faculty, staff and students to develop and implement programs that inform, engage and inspire a diverse community of scholars.	Deliver custom campus visits for underserved schools.	Complete		



















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DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Office of Diversity, Equity, and Inclusion	K-12 Outreach Hub, refined mission: The Center for Educational Outreach (CEO) supports and advances the University of Michigan's commitment to educational outreach and academic excellence. CEO partners with faculty, staff and students to develop and implement programs that inform, engage and inspire a diverse community of scholars.	Michigan College Advising Corps.	Complete		
Office of Diversity, Equity, and Inclusion	K-12 Outreach Hub, refined mission: The Center for Educational Outreach (CEO) supports and advances the University of Michigan's commitment to educational outreach and academic excellence. CEO partners with faculty, staff and students to develop and implement programs that inform, engage and inspire a diverse community of scholars.	Project Inspire Grants and Workshops.	Complete		
Office of Diversity, Equity, and Inclusion	K-12 Outreach Hub, refined mission: The Center for Educational Outreach (CEO) supports and advances the University of Michigan's commitment to educational outreach and academic excellence. CEO partners with faculty, staff and students to develop and implement programs that inform, engage and inspire a diverse community of scholars.	Wolverine Express.	Complete		
Office of Diversity, Equity, and Inclusion	K-12 Outreach Hub, refined mission: The Center for Educational Outreach (CEO) supports and advances the University of Michigan's commitment to educational outreach and academic excellence. CEO partners with faculty, staff and students to develop and implement programs that inform, engage and inspire a diverse community of scholars.	University Outreach Council.	Complete		
Office of Diversity, Equity, and Inclusion	K-12 Outreach Hub, refined mission: The Center for Educational Outreach (CEO) supports and advances the University of Michigan's commitment to educational outreach and academic excellence. CEO partners with faculty, staff and students to develop and implement programs that inform, engage and inspire a diverse community of scholars.	Michigan Pre-College and Youth Outreach Conference.	In Progress		Just Started
Office of Diversity, Equity, and Inclusion	Utilize marketing and communication best practices to promote engagement with diversity, equity and inclusion.	Utilize social media to highlight student progress.	Complete		
Office of Diversity, Equity, and Inclusion	Utilize marketing and communication best practices to promote engagement with diversity, equity and inclusion.	Publicize—broadly and explicitly—DEI events, workshops, speakers, etc., around campus throughout the year.	Complete		
Office of Diversity, Equity, and Inclusion	Utilize marketing and communication best practices to promote engagement with diversity, equity and inclusion.	Develop mechanisms, such as student forums, to solicit student feedback and ideas and ownership of DEI strategic plan every year.	Complete		
Office of Enrollment Management	Use targeted outreach strategies to recruit and create diverse and qualified applicant pools in areas of underutilization.	Hiring manager partners with HR and/or U-M Staff Diversity Recruitment Coordinator for vacancies, particularly job titles that are part of job group with a federally mandated affirmative action goal.	Complete		
Office of Enrollment Management	Use targeted outreach strategies to recruit and create diverse and qualified applicant pools in areas of underutilization.	Hiring Manager/HR reviews and revises postings as needed and considers unique advertising options.	Complete		
Office of Enrollment Management	Use targeted outreach strategies to recruit and create diverse and qualified applicant pools in areas of underutilization.	Prior to interview process, HR Director runs applicant summary report to assess pool demographics and discusses demographics relevant to larger pool.	Complete		















UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Office of Enrollment Management	Develop staff mentoring program as part of onboarding process to OEM. Match new and existing professional employees with others to assist in career advancement and professional development.	Develop mentoring program, goals and outcomes as part of New Employee Welcome Program.	Not Started		
Office of Enrollment Management	Perform job audit and equity review across OEM units for salary comparison within U-M and region.	Determine number of phases, classification groups and realistic starting points.	Complete		
Office of Enrollment Management	Develop staff mentoring program as part of onboarding process to OEM. Match new and existing professional employees with others to assist in career advancement and professional development.	Determine mentor/ mentee selection and match process and select participants.	Not Started		
Office of Enrollment Management	Develop staff mentoring program as part of onboarding process to OEM. Match new and existing professional employees with others to assist in career advancement and professional development.	Develop survey to measure progress and success.	Not Started		
Office of Enrollment Management	Perform job audit and equity review across OEM units for salary comparison within U-M and region.	Develop a timeline and communication plan in collaboration with OEM Marketing Communications.			
Office of Enrollment Management	Perform job audit and equity review across OEM units for salary comparison within U-M and region.	Develop web presence where updates and changes to timeline can be readily available for staff.			
Office of Enrollment Management	Perform job audit and equity review across OEM units for salary comparison within U-M and region.	Review updated job descriptions and consider years of related experience, education, years of service and years in title.	In Progress		Somewhat Complete
Office of Enrollment Management	Perform job audit and equity review across OEM units for salary comparison within U-M and region.	Inform stakeholder groups of plans and progress.	Complete		
Office of Enrollment Management	Perform job audit and equity review across OEM units for salary comparison within U-M and region.	Implement necessary salary adjustments to meet or near market median.	In Progress		Halfway Complete
Office of Enrollment Management	Equip employees directly responsible for hiring, promotions and retention initiatives with training and tools to manage a diverse and inclusive work environment.	Partner with HR to identify facilitators to prepare managers with skills needed to discuss diversity, equity, inclusion and access within their departments.	Not Started		
Office of Enrollment Management	Perform job audit and equity review across OEM units for salary comparison within U-M and region.	Develop a life cycle and maintenance plan for equity reviews in the future.	Not Started		
Office of Enrollment Management	Review ONSP climate survey results and develop action plan to address issues identified.	Implement employee engagement survey to discern areas of concern; survey tool purchased via Qualtrics in March 2018.			
Office of Enrollment Management	Equip employees directly responsible for hiring, promotions and retention initiatives with training and tools to manage a diverse and inclusive work environment.	Require Leadership Council members to complete a series of development courses within first year of position attainment (Unconscious Bias, Change it Up, LPD courses).	Not Started		
Office of Enrollment Management	Provide funding for activities related to diversity, equity and inclusion in the form of application for a grant.	Develop and distribute an application for staff members to request funding for DEI activities to meet 8-hour requirement.	In Progress		Almost Complete
Office of Enrollment Management	Provide funding for activities related to diversity, equity and inclusion in the form of application for a grant.	Require a reflection upon completion of activity in order to distribute funds.	In Progress		Almost Complete
Office of Enrollment Management	Develop a Semester Curriculum Plan of DEI events to support the 8-hour requirement.	Gather DEI events from university resources. Plan/develop other events based on climate survey results and identified themes.	Complete		
Office of Enrollment Management	Develop a Semester Curriculum Plan of DEI events to support the 8-hour requirement.	Schedule OEM training opportunities with LPD (Change it Up , Unconscious Bias).	Complete		
Office of Enrollment Management	Develop a Semester Curriculum Plan of DEI events to support the 8-hour requirement.	Marketing/Communications team to create flyer to distribute to staff.	Complete		
















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DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Office of Enrollment Management	Implement Identity Potluck programming and sharing of culture/heritage through food.	Staff participation in discussion only meets this objective and is encouraged.	Complete		
Office of Enrollment Management	Identify, design and implement new DEI learning opportunities for ONSP staff.	Create internal learning opportunities including forming an ONSP Reading group, hosting brown bags and viewing a DEI-related documentary followed by reflection and discussion.	Complete		
Office of Enrollment Management	Implement Identity Potluck programming and sharing of culture/heritage through food.	During unit retreat, request staff to bring one food dish or item that reflects their heritage or another in which they're interested or may find meaningful.	Complete		
Office of Enrollment Management	Implement Identity Potluck programming and sharing of culture/heritage through food.	Host discussion allowing staff to explain the food dish/item and its significance to their culture or interests.	Complete		
Office of Enrollment Management	Implement Identity Potluck programming and sharing of culture/heritage through food.	Capture summaries and reflections on index cards and make available on department portal website.	Complete		
Office of Enrollment Management	Provide education and information to all staff regarding effective ways interact and provide service to students, faculty and staff from different cultures and backgrounds.	Secure the services of an outside expert in the field of intercultural awareness to provide a half- or full-day workshop.	Complete		
Office of Enrollment Management	Provide awareness and exposure to DEI issues through film and visuals.	Monthly movie opportunities with marathon days in December, January and June.	Complete		
Office of Enrollment Management	Provide awareness and exposure to DEI issues through film and visuals.	Reservation of room and selection of movie/documentaries/films.	Complete		
Office of Enrollment Management	Provide DEI awareness and education opportunities for OUA student staff that serve in frontline positions, interacting with prospective students and families.	A DEI curriculum will be developed and added to all student staff trainings and updates employed by OUA.	Complete		
Office of Enrollment Management	Provide DEI awareness and education opportunities for OUA student staff that serve in frontline positions, interacting with prospective students and families.	Development will occur in summer 2018 and will be deployed to all populations as they onboard or return to the office.	Complete		
Office of Enrollment Management	Create a DEI Champion Model for OEM DEI Committee.	Enact a subcommittee to draft a formalized process by which members are nominated and have specified roles and term limits.			
Office of Enrollment Management	Create a DEI Champion Model for OEM DEI Committee.	Provide a visual representation for committee members (office decal) to identify members.			
Office of Enrollment Management	Create a DEI Champion Model for OEM DEI Committee.	OEM website to include committee members and responsibilities.	Complete		
Office of Enrollment Management	Identify and hire a DEI Officer.	Gather data regarding title, salary band, job descriptions and necessary effort for comparable positions across campus . Development of job description and realize primary duties for position.	Not Started		
Office of Enrollment Management	Identify and hire a DEI Officer.	Post position widely, complete job search and interview process to hire.	Not Started		
Office of the General Counsel	Increase diversity of OGC staff.	Continue to ask all interviewed applicants to explain their commitment to diversity, equity and inclusion as part of the interview process.	Complete		
Office of the General Counsel	Increase diversity of OGC staff.	Continue to engage in targeted marketing as part of overall job posting strategy.	Complete		
Office of the General Counsel	Increase diversity of OGC staff.	To the extent feasible and in a manner consistent with law, periodically review makeup of applicant pools and interview pools for any open positions.	Complete		

















UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Office of the General Counsel	Increase diversity of OGC staff.	Continue to include messaging regarding the importance of diversity, equity and inclusion in job postings.	Complete		
Office of the General Counsel	Increase diversity of OGC staff.	Explore feasibility of “blinding” resumes for open positions.	Complete		
Office of the General Counsel	Promote staff professional development and career/title advancement.	Implement the formal onboarding process developed for new attorney and paralegal hires, and adapt and expand formal onboarding process for new legal assistant/secretary hires to individual OGC office locations, so that, by more consistently and comprehensively informing new OGC staff about the work we do, and the offices/clients with whom we work, we may build a more inclusive office environment.	Complete		
Office of the General Counsel	Promote staff professional development and career/title advancement.	Continue to encourage all staff to participate in at least one professional development opportunity each year and to evaluate their participation in those opportunities.	Complete		
Office of the General Counsel	Promote staff professional development and career/title advancement.	Where possible, use professional association networks to provide opportunities for staff to participate in professional speaking and writing opportunities, with the idea of enhancing their professional careers, and in the end “growing” the profession.	Complete		
Office of the General Counsel	Promote cultural competence of OGC staff.	Continue to provide periodic diversity-, equity- and inclusion-themed updates and information sharing at staff meetings, including with respect to plan progress.	Complete		
Office of the General Counsel	Promote cultural competence of OGC staff.	Select, with staff feedback, a diversity-, equity- and inclusion-themed training (such as cultural competency inventories, unconscious bias trainings, etc.) to be conducted for OGC staff.	Complete		
Office of the General Counsel	Promote cultural competence of OGC staff.	Continue to encourage staff to attend diversity-, equity- and inclusion-themed university events and/or diversity-, equity- and inclusion-themed sessions at external conferences.	Complete		
Office of the General Counsel	Promote cultural competence of OGC staff.	Ask staff to note and briefly describe on their annual self-evaluations how they support and/or promote OGC's/the University's ongoing DEI initiatives in their day-to-day work and work-related activities.	Complete		
Office of the General Counsel	Continue efforts to ensure all OGC staff feel welcomed and respected.	Continue to explore and implement new initiatives to build upon OGC's generally strong results in the university-wide All-Staff Census, including creation of new opportunities for informal cross-office colleague get-togethers (such as Coffee/Lunch with Colleagues), participation in self-defense training and greater systematization of annual reviews.	Complete		
Office of the General Counsel	Ensure that appropriate and equitable “salary relationships exist for staff within the same classification or related classifications, taking into consideration distinguishing factors such as performance, skills and experience.”	Continue to have management conduct periodic salary equity reviews and update staff as appropriate.	Complete		
Office of the General Counsel	Ensure that staff understand and feel free to report conflicts and concerns within OGC.	Continue to have management periodically reach out to ask staff about concerns, including through monthly one-on-one sessions, through informal check-ins and at other times as needed.	Complete		
Office of the General Counsel	Ensure that staff understand and feel free to report conflicts and concerns within OGC.	Continue to encourage staff to report concerns for resolution.	Complete		
Office of the General Counsel	Partner more visibly in the university's and local community's diversity, equity and inclusion outreach efforts.	Continue to help develop and implement Fleming-wide DEI events.	Complete		















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DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Office of the General Counsel	Partner more visibly in the university's and local community's diversity, equity and inclusion outreach efforts.	Develop OGC event, potentially in collaboration with other Fleming offices, that can be conducted in January 2019 as part of the University's MLK-related activities.	Complete		
Office of the General Counsel	Partner more visibly in the university's and local community's diversity, equity and inclusion outreach efforts.	Develop OGC event, potentially in collaboration with the Law School, to explore how respect for diversity of thought (including with respect to political perspective) strengthens our own effectiveness within our roles.	Complete		
Office of the General Counsel	Partner more visibly in the university's and local community's diversity, equity and inclusion outreach efforts.	Select, with staff input, at least one community engagement effort in which OGC can participate as an office.	Complete		
Office of the General Counsel	Partner more visibly in the university's and local community's diversity, equity and inclusion outreach efforts.	Continue to expand, based on client needs and/or our perceptions thereof, the audience of the seminars, trainings and presentations that OGC conducts on campus on legal issues related to diversity, equity and inclusion.	Complete		
Office of the General Counsel	Partner more visibly in the university's and local community's diversity, equity and inclusion outreach efforts.	Continue to assess results from initial client survey and periodically re-implement to provide constructive feedback to make OGC more accessible to clients across the university.	Complete		
Office of VP & Government Relations	Develop recruitment and hiring practices that attract and successfully hire a demographically diverse staff through strategies and actions that are consistent with the law.	Develop recommendations for new employee orientation based on evaluation.	In Progress		
Office of VP & Government Relations	Develop recruitment and hiring practices that attract and successfully hire a demographically diverse staff through strategies and actions that are consistent with the law.	As part of overall exploration of workplace climate include discussion to identify key aptitude, attitudes, skills and experience that would help us achieve increased diversity in staff over time.			
Office of VP & Government Relations	Develop recruitment and hiring practices that attract and successfully hire a demographically diverse staff through strategies and actions that are consistent with the law.	Schedule a staff development session during a fall staff meeting dealing with a topic related to hiring decisions and/or best hiring practice.	In Progress		Halfway Complete
Office of VP & Government Relations	Develop recruitment and hiring practices that attract and successfully hire a demographically diverse staff through strategies and actions that are consistent with the law.	Evaluate departmental new employee orientation process focusing on how we communicate values and expectations related to diversity, equity and inclusion.	In Progress		Just Started
Office of VP & Government Relations	Develop recruitment and hiring practices that attract and successfully hire a demographically diverse staff through strategies and actions that are consistent with the law.	Plan at least one all-staff meeting or retreat (in-person if possible) each year to focus on topics such as strategic planning and DEI goals.	Not Started		
Office of VP & Government Relations	Assure all staff feel recognized and supported.	Increase cross-cultural competency for all staff through staff development opportunities.	In Progress		Halfway Complete
Office of VP & Government Relations	Develop recruitment and hiring practices that attract and successfully hire a demographically diverse staff through strategies and actions that are consistent with the law.	Once identified, develop language that can be included in our job descriptions to attract applicants with the desired qualities.	In Progress		Almost Complete
Office of VP & Government Relations	Develop recruitment and hiring practices that attract and successfully hire a demographically diverse staff through strategies and actions that are consistent with the law.	Check in with central HR to review proposed language.	In Progress		Somewhat Complete
Office of VP & Government Relations	Develop recruitment and hiring practices that attract and successfully hire a demographically diverse staff through strategies and actions that are consistent with the law.	Expand awareness of unconscious bias and other potential influences in our hiring through staff development.	In Progress		Almost Complete
Office of VP & Government Relations	Assure all staff feel recognized and supported.	Include DEI-related topics at monthly staff meetings when appropriate to better meet communication needs across teams within Government Relations.	Complete		
















UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Office of VP & Government Relations	Assure all staff feel recognized and supported.	Conduct climate study to assess staff's current satisfaction with working in government relations.	Complete		
Office of VP & Government Relations	Assure all staff feel recognized and supported.	Hold an all-staff facilitated retreat focused on planning for and implementing DEI initiatives within government relations.	Complete		
Office of VP & Government Relations	Increase cross-cultural competency for all staff.	Investigate available resources for staff development that meet the needs of staff not only in Ann Arbor but in Lansing and Washington D.C. as well.	In Progress		Just Started
Office of VP & Government Relations	Increase cross-cultural competency for all staff.	Require staff to add a training goal for annual review related to diversity, equity and inclusion that helps expand our cultural competency/awareness. Staff may attend an existing training session on their own or facilitate group session such as a guest speaker.	In Progress		Almost Complete
Office of VP & Government Relations	Increase cross-cultural competency for all staff.	Include DEI-related topics at monthly staff meeting when appropriate to better meet communication needs across teams within Government Relations.	In Progress		Halfway Complete
Office of VP & Government Relations	Strategically target interactions with organizations that enhance the university's ability to meet its diversity objectives.	Identify a key set of organizations (and forums) that we currently work with and brief them on the university's diversity, equity and inclusion initiatives. Solicit feedback if appropriate.	Complete		
Office of VP & Government Relations	Strategically target interactions with organizations that enhance the university's ability to meet its diversity objectives.	Attend forums/seminars related to diversity topics hosted by other organizations especially those focused on diversity in higher education.	In Progress		Somewhat Complete
Office of VP & Government Relations	Evaluate and expand the scope of existing programs to encourage and support the university's DEI work.	Add DEI-related session to summer schedule for the public service internship program.	Complete		
Office of VP & Government Relations	Continue to expand and cultivate relationships with community organizations including organizations that serve or represent underserved communities.	Schedule visits with new organizations in out-state communities that may be interested in learning about the university's diversity, equity and inclusion initiative.	In Progress		Halfway Complete
Office of VP & Government Relations	Continue to expand and cultivate relationships with community organizations including organizations that serve or represent underserved communities.	Continue staff discussion about this domain to further clarify strategies for future consideration.	In Progress		Halfway Complete
Office of VP & Government Relations	Continue to expand and cultivate relationships with community organizations including organizations that serve or represent underserved communities.	Strengthen mechanisms to share information across Government Relations about staff and faculty with expertise, experience and abilities to engage with external organizations/audiences.	In Progress		Just Started
Office of VP & Government Relations	Continue to expand and cultivate relationships with community organizations including organizations that serve or represent underserved communities.	Identify opportunities to plug in U-M speakers/expertise into community organizations.	In Progress		Somewhat Complete
Office of VP & Government Relations	Continue to expand and cultivate relationships with community organizations including organizations that serve or represent underserved communities.	Develop document/database of potential faculty and staff resources.	Not Started		
Office of VP & Government Relations	Continue to expand and cultivate relationships with community organizations including organizations that serve or represent underserved communities.	Increased number of faculty/staff engagement with external organizations.	In Progress		Just Started
Office of VP & Government Relations	Work with Wolverine Caucus planning committee to promote speakers covering diversity-related topics.	Continue to actively consider issues related to DEI in setting Wolverine Caucus program sessions.	Complete		
Office of VP & Government Relations	Work with Wolverine Caucus planning committee to promote speakers covering diversity-related topics.	Identify speakers on campus that have relevant expertise.	Not Started		













UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Office of VP & Government Relations	Strategically target interactions with organizations that enhance the university's ability to meet its diversity objectives.	Collaborate with other university units: Communications, Office of the President and Admissions, as well as with external entities like the Alumni Association, to broaden the public's knowledge of the DEI activities and why it is important.	Complete		
Office of VP & Government Relations	Strategically target interactions with organizations that enhance the university's ability to meet its diversity objectives.	Expand social media presence for Government Relations. Actively 'push out' information and activities to a broader audience.	In Progress		Somewhat Complete
Office of VP & Government Relations	Evaluate and expand the scope of existing programs to encourage and support the university's DEI work.	Continue to actively consider principles of DEI in setting stops for the Michigan Road Scholars program to present a broad view of the state.	Complete		
Office of the President	Develop and implement an effective strategy to recruit and attract a more diverse pool of applicants and promote from within, where applicable, to provide career advancement and growth opportunities.	As positions open, seek a more diverse applicant pool by using targeted job posting strategies and resources, as well as utilizing our internal and external networking systems and groups.	Complete		
Office of the President	Develop and implement an effective strategy to recruit and attract a more diverse pool of applicants and promote from within, where applicable, to provide career advancement and growth opportunities.	Develop and implement ideas for networking and broadening our recruitment base.	Complete		
Office of the President	Develop and implement an effective strategy to recruit and attract a more diverse pool of applicants and promote from within, where applicable, to provide career advancement and growth opportunities.	Seek opportunities to provide career advancement opportunities and promote from within unit.	Complete		
Office of the President	Develop and implement an effective strategy to recruit and attract a more diverse pool of applicants and promote from within, where applicable, to provide career advancement and growth opportunities.	Two staff members attended Voices of the Staff's StaffWorks Conference and one staff member attended the NCID Leadership Conference for DEI Leads as development opportunities.	Complete		
Office of the President	Develop and implement an effective strategy to recruit and attract a more diverse pool of applicants and promote from within, where applicable, to provide career advancement and growth opportunities.	The Office of the President will continue to recruit to attract a more diverse pool of applicants and promote from within, where applicable, to provide career advancement and growth opportunities.	Complete		
Office of the President	Develop and implement an effective strategy to recruit and attract a more diverse pool of applicants and promote from within, where applicable, to provide career advancement and growth opportunities.	Research best practices, collaborate with central HR and develop new outreach and recruitment strategies when positions are open and available.	Complete		
Office of the President	Develop and implement an effective strategy to recruit and attract a more diverse pool of applicants and promote from within, where applicable, to provide career advancement and growth opportunities.	Utilize U-M Mediation Services, Learning and Professional Development courses and staff assistance programs for conflict resolution, as necessary.	Complete		
Office of the President	Improve civility and sensitivity with diversity training and dispute resolution resources.	Civility and DEI training and presentations at staff meetings (ongoing).	Complete		
Office of the President	Improve civility and sensitivity with diversity training and dispute resolution resources.	Active participation in the Fleming DEI Committee's annual event, tentatively scheduled to be held as part of Diversity Summit Week.	Complete		
Office of the President	Improve civility and sensitivity with diversity training and dispute resolution resources.	Encourage staff to represent the office at each of the events held during Diversity Summit Week.	Complete		
Office of the President	Improve civility and sensitivity with diversity training and dispute resolution resources.	Schedule a Customer Service training.			

UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Office of the President	Increase community outreach. Utilize staff networks to assist us in developing a better understanding of different perspectives on a variety of topics/issues related to DEI.	Staff engaging in university and community activities via volunteer work (e.g. Veteran's Affairs Hospital, Humane Society, Wolverine Express, Martin Luther King, Jr. Service Day Events, etc.) and promoting a welcoming office environment.	Complete		
Office of the President	Increase community outreach. Utilize staff networks to assist us in developing a better understanding of different perspectives on a variety of topics/issues related to DEI.	Diverse perspectives are pursued to solve problems and encouraged from all staff at our regular staff meetings and on topics of relevance.	Complete		
Office of the President	Increase community outreach. Utilize staff networks to assist us in developing a better understanding of different perspectives on a variety of topics/issues related to DEI.	Actively participate in programs and initiatives that promote DEI (e.g. Business Leaders for Michigan Executive Assistant/Chief of Staff Network, Big TEN Chief of Staff Network, NCID Leadership Conference for DEI Leads, Voices of the staff WCTF Conference, ACE Women's Conference, Bicentennial events, Commencement Ceremony and events, etc.).	Complete		
Office of the President	Track internal perceptions of the inclusive nature of the President's Office.	Develop and implement climate assessment survey that is suitable for a unit our size.	Complete		
Office of the President	Track internal perceptions of the inclusive nature of the President's Office.	Develop and distribute an assessment survey for our external constituents that gives an outside perspective on the climate and service around our office.			
Office of the President	Increase cultural awareness of diverse groups and identities.	Activities and icebreakers from DEI toolkit are utilized at staff meetings to help us communicate our backgrounds and experiences effectively.	Complete		
Office of the President	Increase cultural awareness of diverse groups and identities.	Participate in the Fleming Building DEI events scheduled for the fall.	Complete		
Office of the President	Achieve and maintain outstanding customer service.	Promote an HRD course on difficult conversations and managing confrontational clients and/or host an outside speaker with customer service expertise for staff and share feedback from participants with others regarding what was learned. Document planned/implemented ideas and behavioral changes.	Complete		
Office of the President	Achieve and maintain outstanding customer service.	Send a survey to external constituents (like our partners within the Fleming Building, and other EO offices) to gauge their satisfaction with services provided by the office.	Complete		
Office of the Provost	Attract a diverse staff in accordance with the U-M Human Resources Diversity Recruitment Initiative, hire staff members with diverse backgrounds.	Assess makeup of applicant pools, interview pools and hires for all open staff positions.	Complete		
Office of the Provost	Attract a diverse staff in accordance with the U-M Human Resources Diversity Recruitment Initiative, hire staff members with diverse backgrounds.	Document recruiting best practices that promote diverse applicant pools and hiring of staff from diverse backgrounds and identities.	Complete		
Office of the Provost	Attract a diverse staff in accordance with the U-M Human Resources Diversity Recruitment Initiative, hire staff members with diverse backgrounds.	Develop good practices handbook for onboarding staff.	Complete		
Office of the Provost	Attract a diverse staff in accordance with the U-M Human Resources Diversity Recruitment Initiative, hire staff members with diverse backgrounds.	Continue to use University Human Resources practices and guidelines for recruiting and hiring.	Complete		
Office of the Provost	Support high-quality professional development and other learning opportunities to encourage professional growth of staff and strengthen performance throughout the office.	Collect and distribute information on appropriate programs.	In Progress		Almost Complete
Office of the Provost	Support high-quality professional development and other learning opportunities to encourage professional growth of staff and strengthen performance throughout the office.	Support attendance with allocated time and funding for professional development.	Complete		

















UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Office of the Provost	Create opportunities for staff to increase their knowledge and awareness regarding diversity, equity and inclusion in the workplace and within the university more broadly.	Identify relevant campus activities.	Complete		
Office of the Provost	Create opportunities for staff to increase their knowledge and awareness regarding diversity, equity and inclusion in the workplace and within the university more broadly.	Encourage staff participation.	Complete		
Office of the Provost	Create opportunities for staff to increase their knowledge and awareness regarding diversity, equity and inclusion in the workplace and within the university more broadly.	Encourage supervisors to support staff participation.	Complete		
Office of the Provost	Create opportunities for staff to increase their knowledge and awareness regarding diversity, equity and inclusion in the workplace and within the university more broadly.	Use staff meetings for training and discussion of diversity, equity and inclusion.	Complete		
Office of the Provost	Create opportunities for staff to increase their knowledge and awareness regarding diversity, equity and inclusion in the workplace and within the university more broadly.	Develop mechanism to track staff participation in DEI-related activities.	Complete		
Office of the Provost	Increase staff engagement in developing, evaluating and prioritizing actions to improve diversity, equity and inclusion in the Office of the Provost.	Discuss diversity strategic plan at regular staff meetings, for all levels of staff.	Complete		
Office of the Provost	Increase staff engagement in developing, evaluating and prioritizing actions to improve diversity, equity and inclusion in the Office of the Provost.	Develop activities, events, policies, etc. informed by All Staff Climate Survey.	Complete		
Office of the Provost	Increase staff engagement in developing, evaluating and prioritizing actions to improve diversity, equity and inclusion in the Office of the Provost.	Determine ways to increase staff participation in planning process.	Complete		
Office of the Provost	Increase staff engagement in developing, evaluating and prioritizing actions to improve diversity, equity and inclusion in the Office of the Provost.	Seek staff input and recommendations for diversity-related initiatives, activities and continued development of the strategic plan.	Complete		
Office of the Provost	Develop means for resolving conflicts by providing all staff members with opportunities for education and training about conflict resolution, empowering the staff to develop tools for conflict resolution that are applicable to the workplace and beyond.	Identification of U-M and other local resources for conflict resolution education and training.	Complete		
Office of the Provost	Develop means for resolving conflicts by providing all staff members with opportunities for education and training about conflict resolution, empowering the staff to develop tools for conflict resolution that are applicable to the workplace and beyond.	Information about conflict resolution opportunities are shared with staff at all levels.	Complete		
Office of the Provost	Review Office of the Provost activities that support diversity, equity and inclusion in other units and identify ways to make them better known and more effectively used for faculty.	Update DEI-related information on the website.	In Progress		Somewhat Complete
Office of University Development	Increase the diversity of the OUD staff particularly at the leadership level (director and above), and support hiring of underrepresented candidates across the U-M development community.	Continue to implement training strategies from 2018: Train and prepare U-M development community to hire underrepresented candidates (e.g., to address unconscious bias, to offer training in equity tools, etc.).	In Progress		Halfway Complete













UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Office of University Development	Increase the diversity of the OUD staff particularly at the leadership level (director and above), and support hiring of underrepresented candidates across the U-M development community.	Review and revise strategies to reach UR (underrepresented) hiring and promotion expectations.	In Progress		Halfway Complete
Office of University Development	Improve retention rate of underrepresented individuals across the U-M development community.	Develop and implement strategies to improve retention of employees from underrepresented groups.	In Progress		Somewhat Complete
Office of University Development	Help staff grow in their existing positions and establish transparent guiding principles to help them advance as appropriate.	Communicate policies to U-M development community.	In Progress		Somewhat Complete
Office of University Development	Help staff grow in their existing positions and establish transparent guiding principles to help them advance as appropriate.	Develop and implement strategies to reach promotion and retention goals.	In Progress		Somewhat Complete
Office of University Development	Dedicate a director-level staff position to lead strategic implementation of DEI initiatives.	DEI director leads strategic implementation of DEI initiatives for remaining fiscal years.	Complete		
Office of University Development	Increase diverse pipeline of entry-level professionals who are trained to enter the development field and inclined to do so at U-M.	Implement strategies to grow pipeline of talent.	In Progress		Halfway Complete
Office of University Development	Align OUD's cultural norms and practices with the values of diversity, equity and inclusion.	Implement targeted trainings based on individual needs and organizational needs (e.g., training for managers, conflict resolution, intercultural communication, etc.).	In Progress		Almost Complete
Office of University Development	Provide all staff and leaders the opportunity to develop intercultural knowledge, skills and mindset, including development departments of other schools, colleges and units (SCUs).	Implement targeted trainings based on individual needs and organizational needs (e.g., training for managers).	In Progress		Almost Complete
Office of University Development	Make OUD a fully open and welcoming place, where a multicultural community is nurtured and where commitment to DEI is a daily and ongoing process.	Implement targeted trainings based on individual needs and organizational needs (e.g., training for managers, conflict resolution, intercultural communication, etc.).	In Progress		Somewhat Complete
Office of University Development	Development constituents, including staff, faculty and volunteers, have clear expectations around respectful behavior toward one another, and staff are aware of and educated on available resources if they are subjected to discrimination or inappropriate behavior.	Continue to implement, review and improve policies and practices.	In Progress		Somewhat Complete
Office of University Development	Develop higher levels among all staff of intercultural competence in relationships internal and external to the university.	Implement targeted trainings based on individual needs and organizational needs (e.g., training for managers, conflict resolution, intercultural communication, etc.).	In Progress		Halfway Complete
Office of University Development	Develop higher levels among all staff of intercultural competence in relationships internal and external to the university.	Implement and test strategies to get members of culturally diverse groups to give.	In Progress		Just Started
Office of University Development	Make OUD a fully open and welcoming place, where a multicultural community is nurtured and where commitment to DEI is a daily and ongoing process.	Complete IDI assessment for remaining OUD staff.	Complete		
Office of University Development	Make OUD a fully open and welcoming place, where a multicultural community is nurtured and where commitment to DEI is a daily and ongoing process.	Standing committee and DEI staff lead implementation of strategies that will encourage a more inclusive organization, including but not limited to opportunities for all staff to interact informally.	In Progress		Halfway Complete
Office of University Development	Diversify leadership (director level and above) of OUD.	Implement targeted trainings based on individual needs and organizational needs (e.g., training for managers, conflict resolution, intercultural communication, etc.).	In Progress		Somewhat Complete












UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Office of University Development	Diversify leadership (director level and above) of OUD.	Develop and implement protocols around promotions and retention packages. All protocols will be reviewed by OGC.	In Progress		Just Started
Office of University Development	Ensure compensation is equitable across genders and social identities and fair across job families; make progress toward compatibility with pay scales in SCUs and external markets.	Continue to implement, review and improve strategies.	In Progress		Almost Complete
Office of University Development	Gain an understanding of the demographics of our donor pool to use as a basis for the fundraising strategies in this plan.	Refresh data as often possible and share through U-M development community as a resource for DEI strategic decisions.	In Progress		Somewhat Complete
Office of University Development	Engage a fully inclusive prospect/donor pool that reflects the larger university community.	Conduct benchmarking survey and issues-oriented focus groups to better understand how to engage culturally diverse groups in giving.	In Progress		Just Started
Office of University Development	Understand the demographics of our donor pool to use as a basis for the fundraising initiatives in this plan.	As OUD gains experience with internal trainings on DEI, expand offerings to SCU development teams.	In Progress		Almost Complete
Office of University Development	Identify and support faculty diversity engagement in philanthropy, and support faculty research and teaching on DEI subjects.	Based on findings of gap analysis, enhance current business practices to further support DEI faculty projects and research.	In Progress		Almost Complete
Office of University Development	Identify and support faculty diversity engagement in philanthropy, and support faculty research and teaching on DEI subjects.	Engage previously identified broadly diverse faculty and faculty working on DEI projects/research as speakers and U-M representatives.	In Progress		Somewhat Complete
Office of University Development	For university-wide and unit-based DEI initiatives in support of students or other constituencies for which OUD provides fundraising support (e.g., Wolverine Pathways), help set and achieve fundraising goals.	Implement and test strategies to get culturally diverse groups to give.	In Progress		Just Started
Office of University Development	For university-wide and unit-based DEI initiatives in support of students or other constituencies for which OUD provides fundraising support (e.g., Wolverine Pathways), help set and achieve fundraising goals.	Measure progress toward fundraising goals.	In Progress		Almost Complete
Office of University Development	Support DEI recruitment and retention initiatives in SCUs.	Build possible rotational experience for non-traditional development colleagues and partner with SCU teams to host and support projects and time investment.	Not Started		
Office of University Development	Development staff are aware of and promote fundraising initiatives in support of DEI.	Implement strategies to revise event attendance eligibility requirements to promote broader potential diversity among attendees.	In Progress		Somewhat Complete
Office of University Development	Development staff are aware of and promote fundraising initiatives in support of DEI.	Implement and test strategies to get culturally diverse groups to give.	In Progress		Just Started
Office of University Development	Development staff are aware of and promote fundraising initiatives in support of DEI.	Measure progress toward fundraising goals.	In Progress		Almost Complete
Office of the Vice President for Global Communications	To: a) increase measurably fairness and transparency among OVPC staff at all levels; b) decrease instances of negative comments from constituents about lack of equity and inclusion in OVPC coverage, products, priorities, etc.	During performance coaching sessions, managers will ask each employee what projects would most support their career goals, to get at the issue of fair distribution of work.	Complete		
Office of the Vice President for Global Communications	To: a) increase measurably fairness and transparency among OVPC staff at all levels; b) decrease instances of negative comments from constituents about lack of equity and inclusion in OVPC coverage, products, priorities, etc.	Create service projects that all employees are encouraged to join in on, such as Habitat for Humanity, to help develop bonds.	In Progress		Just Started
Office of the Vice President for Global Communications	To: a) increase measurably fairness and transparency among OVPC staff at all levels; b) decrease instances of negative comments from constituents about lack of equity and inclusion in OVPC coverage, products, priorities, etc.	Poll employees to see if they would like to create communities of interest (such as book groups) to feel more connected to one another.	In Progress		Just Started















UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Office of the Vice President for Global Communications	To: a) increase measurably fairness and transparency among OVPC staff at all levels; b) decrease instances of negative comments from constituents about lack of equity and inclusion in OVPC coverage, products, priorities, etc.	Organize more social events, for example have each unit host a lunch and speaker each year for all.	In Progress		Somewhat Complete
Office of the Vice President for Global Communications	To achieve a substantial increase of diversity of all sorts among OVPC staff across all divisions and at all levels, from non-exempt staff to leadership.	Develop and implement fresh approaches to develop diverse applicant pool— meet and greets, in person and via Skype, webinar-type information sharing sessions, Twitter chats, Snapchat Q&As, etc., with prospective applicants.	In Progress		Halfway Complete
Office of the Vice President for Global Communications	To achieve a substantial increase of diversity of all sorts among OVPC staff across all divisions and at all levels, from non-exempt staff to leadership.	Institute policy that all senior staff purposefully expand their professional networking at conferences and other relevant gatherings to reach out proactively, including to underrepresented populations (gender, ethnicity, race, disability, etc.).	In Progress		Somewhat Complete
Office of the Vice President for Global Communications	To achieve a substantial increase of diversity of all sorts among OVPC staff across all divisions and at all levels, from non-exempt staff to leadership.	As a part of our overall job posting strategy seek to communicate the desirability of working at the University of Michigan in channels that underrepresented populations read and attend. Develop a task force team to examine this issue, including participants outside of our division, since this is a common issue.	In Progress		Halfway Complete
Office of the Vice President for Global Communications	To achieve a substantial increase of diversity of all sorts among OVPC staff across all divisions and at all levels, from non-exempt staff to leadership.	Require managers to extend their networking circles by attending conferences and meetings that draw underrepresented populations.	In Progress		Somewhat Complete
Office of the Vice President for Global Communications	To achieve a substantial increase of diversity of all sorts among OVPC staff across all divisions and at all levels, from non-exempt staff to leadership.	Include this requirement as a performance point: Require managers to extend their networking circles by attending conferences and meetings that draw underrepresented populations.	In Progress		Somewhat Complete
Office of the Vice President for Global Communications	To achieve a substantial increase of diversity of all sorts among OVPC staff across all divisions and at all levels, from non-exempt staff to leadership.	Seek to communicate the desirability of working at the University of Michigan in channels that underrepresented populations read and attend.	In Progress		Almost Complete
Office of the Vice President for Global Communications	To achieve a substantial increase of diversity of all sorts among OVPC staff across all divisions and at all levels, from non-exempt staff to leadership.	Develop a task force team to examine this, including team members from more than our division (perhaps with HR and Fleming DEI Group).	In Progress		Halfway Complete
Office of the Vice President for Global Communications	To raise substantially: a) understanding of, ability to work with and openness to DEI-related goals and objectives; b) management and communications skills and knowledge among OVPC staff managers and senior staff.	Institute OVPC-based orientation/onboarding process for new OVPC hires.	In Progress		Almost Complete
Office of the Vice President for Global Communications	To raise substantially: a) understanding of, ability to work with and openness to DEI-related goals and objectives; b) management and communications skills and knowledge among OVPC staff managers and senior staff.	Integrate/welcome new staff into work environment.	Complete		
Office of the Vice President for Global Communications	To raise substantially: a) understanding of, ability to work with and openness to DEI-related goals and objectives; b) management and communications skills and knowledge among OVPC staff managers and senior staff.	Activate new incentives for completion by all staff and managers a minimum of two relevant training opportunities per year.	In Progress		Almost Complete
Office of the Vice President for Global Communications	To raise substantially: a) understanding of, ability to work with and openness to DEI-related goals and objectives; b) management and communications skills and knowledge among OVPC staff managers and senior staff.	Require that managers take courses to develop skills in reflective listening, positive leadership and others to strengthen their ability to encourage an inclusive workplace.	In Progress		Almost Complete



















UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Office of the Vice President for Global Communications	To raise substantially: a) understanding of, ability to work with and openness to DEI-related goals and objectives; b) management and communications skills and knowledge among OVPC staff managers and senior staff.	Develop “passport” list of opportunities for employees to attend events, visit places that enhance their awareness and understanding of DEI-related subjects.	In Progress		Just Started
Office of the Vice President for Global Communications	Demonstrably improve OVPC’s and university-wide communicators’ ability to work within the parameters of new DEI-related metrics, guidelines and best practices.	These actions will mainly be those that our division undertakes to serve the greater university, by supporting the central DEI effort with communication tools, photography and public affairs issues management.	In Progress		Almost Complete
Rackham Graduate School	To recruit, retain, support the success and degree completion of students who reflect the richness of domestic and international diversity, while promoting an equitable and inclusive community, where all students feel a deep sense of belonging.	Continue to offer programmatic activities and resources for Rackham students that support students’ sense of belonging and personal well-being, such as the Bouchet Honorary Society.	Complete		
Rackham Graduate School	To recruit, retain, support the success and degree completion of students who reflect the richness of domestic and international diversity, while promoting an equitable and inclusive community, where all students feel a deep sense of belonging.	Continue to support the identification, development and deepening of partnerships with Minority Serving Institutions (MSIs) toward better recruiting and supporting the success of students from MSIs into graduate and professional programs.	Complete		
Rackham Graduate School	To recruit, retain, support the success and degree completion of students who reflect the richness of domestic and international diversity, while promoting an equitable and inclusive community, where all students feel a deep sense of belonging.	Continue to create and enhance professional skill development and leadership training offerings related to diversity, equity and inclusion for students.	Complete		
Rackham Graduate School	To recruit, retain, support the success and degree completion of students who reflect the richness of domestic and international diversity, while promoting an equitable and inclusive community, where all students feel a deep sense of belonging.	Continue to offer programmatic activities that promote and expand opportunities for undergraduate research leading to the pursuit of graduate study, such as through the Summer Research Opportunity Program (SROP).	Complete		
Rackham Graduate School	To recruit, retain, support the success and degree completion of students who reflect the richness of domestic and international diversity, while promoting an equitable and inclusive community, where all students feel a deep sense of belonging.	Provide additional sexual harassment and sexual misconduct training for graduate students, in collaboration with campus partners.	Complete		
Rackham Graduate School	To foster and promote a diverse, equitable and inclusive working environment where all team members are valued, respected and provided with opportunities for lifelong learning professional growth and advancement.	Continue to develop systematic ways to measure, learn about and enhance Rackham staff climate, by using historical and contemporary diversity outcomes in hiring, to ensure clarity, transparency and implementation of DEI best practices in the Rackham hiring process.	In Progress		Halfway Complete
Rackham Graduate School	To foster and promote a diverse, equitable and inclusive working environment where all team members are valued, respected and provided with opportunities for lifelong learning professional growth and advancement.	Use the information gathered from the aforementioned systematic process to improve practices and policies related to staff feeling valued and a sense of belonging in order to improve staff retention.	In Progress		Almost Complete
Rackham Graduate School	To foster and promote a diverse, equitable and inclusive working environment where all team members are valued, respected and provided with opportunities for lifelong learning professional growth and advancement.	Continue to develop and enhance Rackham staff climate through mechanisms for increasing professional skill development.	In Progress		Somewhat Complete
Rackham Graduate School	To foster and promote a diverse, equitable and inclusive working environment where all team members are valued, respected and provided with opportunities for lifelong learning professional growth and advancement.	Continue to develop and enhance Rackham staff climate through mechanisms for increasing opportunities for career advancement internal and external to Rackham.	In Progress		Somewhat Complete



















UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Rackham Graduate School	To work collaboratively with faculty from graduate and professional programs in order to develop, evaluate, enhance and prioritize strategic actions collectively impacting DEI (e.g. faculty/staff composition, climate, etc.) and student success outcomes.	Continue to enhance support for Rackham Faculty Allies for Diversity in Graduate Education as well as the Rackham Faculty Allies Diversity Grant opportunity.	Complete		
Rackham Graduate School	To foster and promote a diverse, equitable and inclusive working environment where all team members are valued, respected and provided with opportunities for lifelong learning professional growth and advancement.	Continue to provide opportunities for training and professional development in areas relevant to DEI and offer a resource list for DEI programs across campus.	Complete		
Rackham Graduate School	To work collaboratively with faculty from graduate and professional programs in order to develop, evaluate, enhance and prioritize strategic actions collectively impacting DEI (e.g. faculty/staff composition, climate, etc.) and student success outcomes.	Continue to engage with Rackham programs to identify and promote best practices to increase diverse student enrollment, success and degree completion.	Complete		
Rackham Graduate School	To work collaboratively with faculty from graduate and professional programs in order to develop, evaluate, enhance and prioritize strategic actions collectively impacting DEI (e.g. faculty/staff composition, climate, etc.) and student success outcomes.	Continue to advocate to graduate program leadership and faculty that program funding (e.g. block grants, Rackham Merit Fellowships, etc.) be more explicitly linked to diversity outcomes and a demonstrated commitment to DEI.	Complete		
Rackham Graduate School	To work collaboratively with faculty from graduate and professional programs in order to develop, evaluate, enhance and prioritize strategic actions collectively impacting DEI (e.g. faculty/staff composition, climate, etc.) and student success outcomes.	Increase participation in Rackham Faculty Allies by using targeted outreach to departments and programs that do not currently have a Faculty Ally.	Complete		
Rackham Graduate School	To work collaboratively with faculty from graduate and professional programs in order to develop, evaluate, enhance and prioritize strategic actions collectively impacting DEI (e.g. faculty/staff composition, climate, etc.) and student success outcomes.	Continue to gather best practices in inclusive pedagogy while offering workshops to all faculty in Rackham programs to promote inclusive mentoring practices.	Complete		
Ross School of Business	Build diverse pipeline of potential applicants. (Undergraduate Programs)	Execute initial All Access weekend to increase the pipeline of targeted populations.	Complete		
Ross School of Business	Build diverse pipeline of potential applicants. (Undergraduate Programs)	Host and run LEAD Summer Business Programs.	Complete		
Ross School of Business	Build diverse pipeline of potential applicants. (Undergraduate Programs)	Continue to improve and expand Ross Summer Connection, our bridge program for summer direct admits to Ross.	Complete		
Ross School of Business	Build diverse pipeline of potential applicants. (Undergraduate Programs)	Continue and improve PI to foster academic success at U-M and to apply to Ross.	Complete		
Ross School of Business	Build diverse pipeline of potential applicants. (Undergraduate Programs)	Continue and Improve MREACH events for HS students.	Complete		
Ross School of Business	Identify, recruit and attract a diverse applicant pool. (Undergraduate Programs)	Continue to offer admissions events to general and diverse audiences (one to many) and individual recruiting discussions (one on one).	Complete		
Ross School of Business	Identify, recruit and attract a diverse applicant pool. (Undergraduate Programs)	Ensure that marketing materials — mailings, website, social media — appeal to a diverse set of applicants.	Complete		
Ross School of Business	Identify, recruit and attract a diverse applicant pool. (Undergraduate Programs)	Continue and expand the Peer Recruiters for Outreach program.	Complete		


















UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Ross School of Business	Yield top applicants from diverse populations. (Undergraduate Programs)	Create and award scholarships for students with a demonstrated commitment to diversity.	Complete		
Ross School of Business	Create an inclusive climate in which all students can thrive. (Undergraduate Programs)	Work with diversity clubs to meet the needs of their members and to continue outreach/education efforts to the full Ross Community.	In Progress		Somewhat Complete
Ross School of Business	Create an inclusive climate in which all students can thrive. (Undergraduate Programs)	Assist application-based clubs to develop processes to diversify their membership.	In Progress		
Ross School of Business	Create an inclusive climate in which all students can thrive. (Undergraduate Programs)	Pursue supplemental training and learning opportunities (e.g. Och Women in Finance trek and Diversity Case Competitions).	Complete		
Ross School of Business	Create an inclusive climate in which all students can thrive. (Undergraduate Programs)	Maintain and foster peer-to-peer mentorship and coaching relationships: Encourage interprogram (graduate to undergrad) and intergenerational (alumni to student) interaction with a diverse set of mentors in various roles (e.g. career coaches, TAs, PI mentors, etc.).	Complete		
Ross School of Business	Create an inclusive climate in which all students can thrive. (Undergraduate Programs)	Support collaborations between diversity clubs and CDO to enhance their visibility to corporate partners and improve the employment outcomes of their members.	Complete		
Ross School of Business	Provide opportunities to increase cross-cultural interactions and develop intercultural competency. (Undergraduate Programs)	Strengthen communication regarding the purpose of IDO and completion of milestone.	Complete		
Ross School of Business	Create an inclusive climate in which all students can thrive. (Undergraduate Programs)	Continue the Preparations Initiative Trek for career education and exposure.	Complete		
Ross School of Business	Create an inclusive climate in which all students can thrive. (Undergraduate Programs)	Integrate identity- and diversity-related topics and/or content in core classes through cases, discussions, language, exercises and other relevant approaches.	Complete		
Ross School of Business	Provide opportunities to increase cross-cultural interactions and develop intercultural competency. (Undergraduate Programs)	Expand and promote global engagement opportunities.	Complete		
Ross School of Business	Provide opportunities to increase cross-cultural interactions and develop intercultural competency. (Undergraduate Programs)	Strengthen the prominence of Minor in Entrepreneurship, Minor in Business and Sales track as alternative business academic paths.	Complete		
Ross School of Business	Provide opportunities to increase cross-cultural interactions and develop intercultural competency. (Undergraduate Programs)	Integrate IDO, the milestone requirement that imparts general and specific knowledge on identity and diversity issues into BA200. Incorporate CQ Assessment debriefing and understanding into BA200.	Complete		
Ross School of Business	Provide opportunities to increase cross-cultural interactions and develop intercultural competency. (Undergraduate Programs)	Strengthen the effectiveness of the IDO peer facilitation group.	Complete		
Ross School of Business	Provide opportunities to increase cross-cultural interactions and develop intercultural competency. (Undergraduate Programs)	Research the connection between DEI understanding and skill set to career success.	Not Started		
Ross School of Business	Provide opportunities to increase cross-cultural interactions and develop intercultural competency. (Undergraduate Programs)	Develop external corporate partnerships to share real-world expertise with Ross students.	Complete		
Ross School of Business	Provide opportunities to increase cross-cultural interactions and develop intercultural competency. (Undergraduate Programs)	Assess and engage students in CQ, StrengthQuest.	Complete		
Ross School of Business	Build diverse pipeline of potential applicants. (Graduate Programs—MBA)	Continue to strengthen partnerships with organizations like MLT, Forte and CGSM that engage in pipeline building efforts by providing information and visibility.	Complete		
Ross School of Business	Identify and attract a diverse applicant pool. (Graduate Programs—MBA)	Continue to offer Admissions events to diverse audiences in targeted regions of the world.	Complete		



















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DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Ross School of Business	Identify and attract a diverse applicant pool. (Graduate Programs—MBA)	Develop a suite of marketing materials — mailings, website, social media — that showcases our diversity, equity and inclusion work at Ross and attracts diverse applicants.	Complete		
Ross School of Business	Yield top applicants from diverse populations. (Graduate Programs—MBA)	Maximize yield of scholarship dollars. Create scholarships for students who support initiatives that are tied to the Michigan Ross purpose.	Complete		
Ross School of Business	Yield top applicants from diverse populations. (Graduate Programs—MBA)	Continue to support yield events for diverse audiences.	Complete		
Ross School of Business	Create an inclusive climate in which all students can thrive. (Graduate Programs—MBA)	Continue to support all clubs in their efforts to build confidence and self-awareness, and impact the broader Ross community.	Complete		
Ross School of Business	Create an inclusive climate in which all students can thrive. (Graduate Programs—MBA)	Pursue supplemental DEI training and learning opportunities where students can increase their skill set (e.g., Diversity Case Competitions).	Complete		
Ross School of Business	Create an inclusive climate in which all students can thrive. (Graduate Programs—MBA)	Create opportunities for students to share experiences and build empathy.	Complete		
Ross School of Business	Create an inclusive climate in which all students can thrive. (Graduate Programs—MBA)	Encourage inter-program (graduate to undergrad), and intergenerational (alumni to student) interaction with a diverse set of mentors in various roles (e.g. career coaches, TAs, PI mentors etc.).	Complete		
Ross School of Business	Create an inclusive climate in which all students can thrive. (Graduate Programs—MBA)	Support collaborations between DEI-related recognized student organizations and CDO to enhance visibility to corporate partners and improve employment outcomes of their members.	Complete		
Ross School of Business	Create an inclusive climate in which all students can thrive. (Graduate Programs—MBA)	Develop an infrastructure to support students in the continuity of engaging current issues.	In Progress		Somewhat Complete
Ross School of Business	Create an inclusive climate in which all students can thrive. (Graduate Programs—MBA)	Integrate identity- and diversity-related topics and/or content in core classes through cases, discussions, exercises, language and other relevant approaches.	In Progress		Just Started
Ross School of Business	Create an inclusive climate in which all students can thrive. (Graduate Programs—MBA)	Continue and expand the Women's Initiative for the Executive MBA Program.	Complete		
Ross School of Business	Create an inclusive climate in which all students can thrive. (Graduate Programs—MBA)	Explore the development of EMBA Equity Partners Initiative: Current students and alumni who are interested in and care about advancing equity in business.	Complete		
Ross School of Business	Build diverse pipeline of potential applicants (e.g. PhD Project). (Graduate Programs—PhD)	Continue membership with The PhD Project. Continue to recruit PhD students at the annual conference and faculty from students graduating from the PhD Project.	Complete		
Ross School of Business	Improve intercultural competency by enhancing skillsets that promote the ability to thrive in culturally diverse situation. (Graduate Programs—MBA)	Continue to expand and utilize CQ Assessment during Orientation and throughout the year to assess students' CQ and engage across differences and similarities.	Complete		
Ross School of Business	Improve intercultural competency by enhancing skillsets that promote the ability to thrive in culturally diverse situation. (Graduate Programs—MBA)	Continue to promote and offer workshops where students can share experiences, awareness and understanding of identity and culture as it relates to issues of DEI.	Complete		
Ross School of Business	Improve intercultural competency by enhancing skillsets that promote the ability to thrive in culturally diverse situation. (Graduate Programs—MBA)	Provide global experiences or greater opportunities for cross-cultural collaborations.	Complete		
Ross School of Business	Build diverse pipeline of potential applicants (e.g. PhD Project). (Graduate Programs—PhD)	Launch bridge to the Ross PhD program for qualified undergraduate and master's students in collaboration with and co-funded by Rackham.	Complete		
Ross School of Business	Build diverse pipeline of potential applicants (e.g. PhD Project). (Graduate Programs—PhD)	Continue to partner with Alumni Relations to leverage our PhD alumni network to identify potential doctoral students.	Complete		



















UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Ross School of Business	Build diverse pipeline of potential applicants (e.g. PhD Project). (Graduate Programs—PhD)	Continue to match Ross PhDs with Ross BBAs who submit a thesis for the capstone requirement.	Complete		
Ross School of Business	Identify and attract a diverse applicant pool. (Graduate Programs—PhD)	Expand admissions events scheduled with diverse audiences in targeted regions of the world.	Complete		
Ross School of Business	Identify and attract a diverse applicant pool. (Graduate Programs—PhD)	Develop a suite of marketing materials — mailings, website, social media — that appeals to a diverse set of applicants.	Complete		
Ross School of Business	Yield top applicants from diverse populations. (Graduate Programs—PhD)	Continue to leverage Rackham Merit Fellowship (RMF) in support of academic excellence and inclusiveness.	Complete		
Ross School of Business	Yield top applicants from diverse populations. (Graduate Programs—PhD)	Continue membership with DocNet, a consortium of business doctoral programs, and participation in recruiting events.	Complete		
Ross School of Business	Create an inclusive climate in which all students can thrive. (Graduate Programs—PhD)	Continue first-year cohort orientation including eight modules on responsible conduct of research and scholarship.	Complete		
Ross School of Business	Create an inclusive climate in which all students can thrive. (Graduate Programs—PhD)	Approach students as “Faculty in Training” and prepare them for life in the academy by exposing students to key elements of an Assistant Professor role — research, teaching, service and administration.	Complete		
Ross School of Business	Create an inclusive climate in which all students can thrive. (Graduate Programs—PhD)	Continue Teacher Development Program, which provides two years of supportive preparation before students enter the classroom as instructors and a teaching support group while students are actively teaching.	Complete		
Ross School of Business	Create an inclusive climate in which all students can thrive. (Graduate Programs—PhD)	Continue the “Up Lift” committee created in 17-18, to promote health and well-being and to create connections to resources for hidden disabilities with representation from Ross faculty, CAPS, staff PhD students. The committee will prepare and present approximately four events each year.	Complete		
Ross School of Business	Create an inclusive climate in which all students can thrive. (Graduate Programs—PhD)	Promote appreciation for the value of difference through educational opportunities. Specifically, students are expected to collaborate outside their fields.	Complete		
Ross School of Business	Provide opportunities to increase cross-cultural interactions and develop intercultural competency. (Graduate Programs—PhD)	Continue to review Cultural Intelligence (CQ) Assessment and training to determine how to integrate in the PhD program.	In Progress		Just Started
Ross School of Business	Provide opportunities to increase cross-cultural interactions and develop intercultural competency. (Graduate Programs—PhD)	Continue joint PhD Business and Economics program initiated with LSA in 16-17.	Complete		
Ross School of Business	Attract and retain a diverse staff.	Continue Ross 102 (Introduction for Managers) and Faculty Director onboarding materials to include Ross commitment to diversity and managerial responsibilities with respect to cultivating a diverse and inclusive environment.	Complete		
Ross School of Business	Create an inclusive and equitable climate in which all staff can thrive.	Continue to cultivate diversity on committees (staff involvement group, community learning group, staff recognition awards, green team, etc.) and in communications and features.	Complete		
Ross School of Business	Create an inclusive and equitable climate in which all staff can thrive.	Continue to engage Ross staff climate survey champions in process discussions about Ross climate.			
Ross School of Business	Create an inclusive and equitable climate in which all staff can thrive.	Continue to reinforce DEI commitment in staff behavioral competencies.			
Ross School of Business	Create an inclusive and equitable climate in which all staff can thrive.	To foster and support an environment that is inclusive, respectful and free from discrimination and harassment, continue to define and clearly articulate for staff the resources available at Ross and U-M, channels available to help resolve any concerns that arise and how to file a complaint.	Complete		













UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Ross School of Business	Create an environment that fosters cross-cultural engagement and understanding. (Staff)	Continue Crucial Conversations refresher workshop to keep the model top of mind.	Complete		
Ross School of Business	Create an environment that fosters cross-cultural engagement and understanding. (Staff)	On an annual basis in both the management forum and Ross connections groups, dedicate a session for a workshop/activity designed to expand awareness or develop skills related to diversity, equity and inclusion. Assign rotating responsibility to plan and implement the event in order to foster shared responsibility in cultivating a diverse and inclusive community.			
Ross School of Business	Create an environment that uses diversity as a lever to foster innovation. (Staff)	Continue training programs for Ross staff to explore the value of diversity, create more awareness about how to contribute to a diverse community and help team leverage diversity for decision-making and innovation.	Complete		
Ross School of Business	Identify and attract top faculty from diverse backgrounds.	Increase participation in the various PhD Project Doctoral Student Associations.	Complete		
Ross School of Business	Identify and attract top faculty from diverse backgrounds.	Encourage faculty search committees to attend STRIDE.	Complete		
Ross School of Business	Identify and attract top faculty from diverse backgrounds.	Continue to review the faculty interviewee list and encourage and promote diverse interview pool.	Complete		
Ross School of Business	Identify and attract top faculty from diverse backgrounds.	Explore implementing submission of statement in faculty job applications that focuses on commitment to DEI.	In Progress		Just Started
Ross School of Business	Identify and attract top faculty from diverse backgrounds.	Explore ways to influence awareness of unconscious bias and perceptions on a search committee.	Not Started		
Ross School of Business	Identify and attract top faculty from diverse backgrounds.	Explore ways to market Ross to attract diverse candidates and create materials for prospective faculty.	In Progress		
Ross School of Business	Create an inclusive environment in which all faculty can thrive.	Increase Mentoring opportunities: Promote Advance Launch for new junior faculty.	Complete		
Ross School of Business	Create an inclusive environment in which all faculty can thrive.	Every unit has written faculty mentoring policy to help junior faculty members thrive.	In Progress		Just Started
Ross School of Business	Create an inclusive environment in which all faculty can thrive.	Participate in the Faculty Allies for Diversity program sponsored by Rackham Graduate School.			
Ross School of Business	Create an inclusive environment in which all faculty can thrive.	Assess faculty culture.	Complete		
Ross School of Business	Create an inclusive environment in which all faculty can thrive.	Develop metrics for the executive committee to assess Inclusive Teaching Practices in annual faculty evaluations.	In Progress		Just Started
Ross School of Business	Create an inclusive environment in which all faculty can thrive.	To foster and support an environment that is inclusive, respectful and free from discrimination and harassment, define and clearly articulate for faculty the resources available at Ross and U-M, channels available to help resolve any concerns that arise and how to file a complaint.	Complete		
Ross School of Business	Develop capabilities to teach a diverse student population. (Faculty)	Develop a suite of CRLT and Ross Workshops on inclusive teaching and encourage all Ross faculty to attend.	Complete		
Ross School of Business	Develop capabilities to teach a diverse student population. (Faculty)	Encourage the development and use of teaching materials, including cases that discuss diversity, equity and inclusion directly as well as functional cases and classroom material that utilize a diverse set of individuals in the cases and in examples.	In Progress		Just Started
Ross School of Business	Develop students' capacities to understand their own identities, values, perspectives and learning. (Students, staff and faculty)	Offer workshops to explore and understand how identities and cultural backgrounds affect others and ourselves in our experiences at Ross.	Complete		



















UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Ross School of Business	Develop students' capacities to understand their own identities, values, perspectives and learning. (Students, staff and faculty)	Offer workshops to establish a culture around openly communicating across identity differences and similarities.	Complete		
Ross School of Business	Promote a positive and inclusive Ross Community. (Students, staff and faculty)	Continue to support the Faculty Director for Diversity and Inclusion position.	Complete		
Ross School of Business	Promote a positive and inclusive Ross Community. (Students, staff and faculty)	Consult with Individual Units/Departments and serve as a resource for identifying, strategizing and attaining diversity and inclusion goals.	Complete		
Ross School of Business	Promote a positive and inclusive Ross Community. (Students, staff and faculty)	Collaborating with students, faculty and staff to engage in Community Conversation about diversity and inclusion issues affecting the Ross community and the world.	Complete		
Ross School of Business	Promote a positive and inclusive Ross Community. (Students, staff and faculty)	To foster and support an environment that is inclusive, respectful and free from discrimination and harassment, define and clearly articulate for students the resources available at Ross and U-M, channels available to help resolve any concerns that arise and how to file a complaint.	Complete		
Ross School of Business	Promote a positive and inclusive Ross Community. (Students, staff and faculty)	In anticipation of continued political change and social unrest, strengthen protocol to respond to unforeseen legislative changes, protests, threats to inclusion.	Complete		
Ross School of Business	Promote a positive and inclusive Ross Community. (Students, staff and faculty)	Collaborate with Specialty Masters, Part-Time and Executive MBA Programs to ensure their needs are represented in the plan.	Not Started		
School of Dentistry	Increase the representation and retention of diverse students, faculty and staff.	Reach out (via recruiters) to underrepresented demographic groups to diversify applicant pools.	Complete		
School of Dentistry	Increase the representation and retention of diverse students, faculty and staff.	During recruitment or admissions interviews ask candidates about their life experiences and perspectives and how they show a commitment to diversity, equity and inclusion.	Complete		
School of Dentistry	Increase the representation and retention of diverse students, faculty and staff.	Increase scholarships for students who have shown a demonstrated commitment to diversity, equity and inclusion.	Complete		
School of Dentistry	Increase the representation and retention of diverse students, faculty and staff.	Develop a faculty, staff and student Ambassadors Program.	In Progress		Somewhat Complete
School of Dentistry	Increase the representation and retention of diverse students, faculty and staff.	Host high school and community programs to inform, attract and recruit applicants from more diverse backgrounds.	Complete		
School of Dentistry	Increase the representation and retention of diverse students, faculty and staff.	Mentor potential candidates.	Complete		
School of Dentistry	Increase the representation and retention of diverse students, faculty and staff.	Advertise the efforts that the school has made and achieved in the area of multicultural affairs.	Complete		
School of Dentistry	Increase the representation and retention of diverse students, faculty and staff.	Host Lunch and Learn sessions to teach about different races and religions.	Complete		
School of Dentistry	Increase the representation and retention of diverse students, faculty and staff.	Provide annual cultural sensitivity training opportunities.	Complete		
School of Dentistry	Increase our recruitment and retention efforts to hire and retain faculty from diverse backgrounds within the instructional, clinical and research faculty ranks.	Research recruitment and retention best practices and develop and pilot a retention toolkit.	In Progress		Halfway Complete
School of Dentistry	Increase our recruitment and retention efforts to hire and retain faculty from diverse backgrounds within the instructional, clinical and research faculty ranks.	Ensure all search committee members have STRIDE training.	In Progress		Almost Complete





















UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School of Dentistry	Increase our recruitment and retention efforts to hire and retain faculty from diverse backgrounds within the instructional, clinical and research faculty ranks.	Ensure all faculty receive cultural competency and sensitivity training.	In Progress		Almost Complete
School of Dentistry	Increase our recruitment and retention efforts to hire and retain faculty from diverse backgrounds within the instructional, clinical and research faculty ranks.	Provide search committees with an internal website where resources are available for best practices on recruiting and retaining faculty from diverse backgrounds.	In Progress		Halfway Complete
School of Dentistry	Increase our recruitment and retention efforts to hire and retain faculty from diverse backgrounds within the instructional, clinical and research faculty ranks.	Posted positions should call for, among others, diverse candidates.	Complete		
School of Dentistry	Increase our recruitment and retention efforts to hire and retain faculty from diverse backgrounds within the instructional, clinical and research faculty ranks.	Mentoring plan.	Complete		
School of Dentistry	Increase our recruitment and retention efforts to hire and retain faculty from diverse backgrounds within the instructional, clinical and research faculty ranks.	Unconscious bias training for all search committee members including workshop and videos.	Complete		
School of Dentistry	Increase our recruitment and retention efforts to hire and retain faculty from diverse backgrounds within the instructional, clinical and research faculty ranks.	Cultural competency/sensitivity training for all faculty including workshops and videos. Speaker to talk.	Complete		
School of Dentistry	Increase our recruitment and retention efforts to hire and retain staff from diverse backgrounds within the various job families at the UMSD.	Assess applicant demographics, interview pools and yields for all posted positions over a five-year period with regard to race/ethnicity, sex, gender, veteran status and disability status (as applicable). Ensure federally required affirmative action statements are documented and reviewed for validity where federal affirmative action goals were identified for positions, but candidates who would contribute to meeting those goals were not selected.	Complete		
School of Dentistry	Increase our recruitment and retention efforts to hire and retain staff from diverse backgrounds within the various job families at the UMSD.	Require unconscious bias training for all hiring supervisors and search committees.	In Progress		Somewhat Complete
School of Dentistry	Increase matriculation of DDS, DH and graduate students from diverse backgrounds yearly over the next five years.	Increase school recruiting presence by hosting 100 more students from diverse Michigan high schools in FY19 than FY18 to encourage all students to consider a career in dentistry and to apply to UMSD.	Complete		
School of Dentistry	Increase our recruitment and retention efforts to hire and retain staff from diverse backgrounds within the various job families at the UMSD.	Require cultural competency/sensitivity training for all supervisors, including workshops and videos.	In Progress		Somewhat Complete
School of Dentistry	Increase our recruitment and retention efforts to hire and retain staff from diverse backgrounds within the various job families at the UMSD.	Consult with U-M diversity coordinator to source all jobs widely, including by reaching out to minority community groups.	Complete		
School of Dentistry	Increase matriculation of DDS, DH and graduate students from diverse backgrounds yearly over the next five years.	Follow established recruiting plan.	Complete		
School of Dentistry	Increase matriculation of DDS, DH and graduate students from diverse backgrounds yearly over the next five years.	Create Ambassadors program in CBDE.	In Progress		Somewhat Complete
School of Dentistry	Investigate options and strategies to broaden access to resources for counseling of prospective students.	Expand outreach to prospective students from diverse backgrounds to ensure that they are aware of counseling resources available to all prospective students.	In Progress		Somewhat Complete
School of Dentistry	Investigate options and strategies to broaden access to resources for counseling of prospective students.	Research best approaches for counseling prospective students (including underrepresented minorities, first generation and low SES students).	In Progress		Somewhat Complete

















UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School of Dentistry	Sustain and grow the Profile for Success Program (PFS), a pipeline program for encouraging disadvantaged students, who have shown a commitment to diversity, equity and inclusion, to pursue careers in dentistry.	Provide annual programming.	Complete		
School of Dentistry	Sustain and grow the Profile for Success Program (PFS), a pipeline program for encouraging disadvantaged students, who have shown a commitment to diversity, equity and inclusion, to pursue careers in dentistry.	Collect pre- and post-program data on participant success in acceptance into dental school; number of applications to our program, number of participants accepted into our program and other dental schools.	Complete		
School of Dentistry	Improve cultural sensitivity demonstrated by faculty in the classroom, clinic and in the workplace. (Faculty)	Ensure all faculty are offered cultural competency and sensitivity training.	In Progress		Halfway Complete
School of Dentistry	Improve cultural sensitivity demonstrated by faculty in the classroom, clinic and in the workplace. (Faculty)	Improve accessibility of faculty.	In Progress		Somewhat Complete
School of Dentistry	Improve cultural sensitivity demonstrated by faculty in the classroom, clinic and in the workplace. (Faculty)	Develop a comprehensive feedback mechanism to provide faculty with feedback from staff, students and peers.	In Progress		Somewhat Complete
School of Dentistry	Improve cultural sensitivity demonstrated by faculty in the classroom, clinic and in the workplace. (Faculty)	Workshop series in engaged learning techniques and inclusive teaching practices.	In Progress		Halfway Complete
School of Dentistry	Improve cultural sensitivity demonstrated by faculty in the classroom, clinic and in the workplace. (Faculty)	Faculty CE on creative and inclusive teaching-demonstrate in annual reviews that faculty teaching changed as a result.	In Progress		Somewhat Complete
School of Dentistry	Improve cultural sensitivity demonstrated by faculty in the classroom, clinic and in the workplace. (Faculty)	Faculty CE courses — CRLT players, guest lecturers.	Complete		
School of Dentistry	Improve cultural sensitivity demonstrated by faculty in the classroom, clinic and in the workplace. (Faculty)	Faculty retreat/team building sessions.	In Progress		Almost Complete
School of Dentistry	Improve cultural sensitivity demonstrated by faculty in the classroom, clinic and in the workplace. (Faculty)	Develop and administer pre- and post-test assessment instruments.	Complete		
School of Dentistry	Improve cultural sensitivity demonstrated by faculty in the classroom, clinic and in the workplace. (Faculty)	Assess pre- and post-training to evaluate effectiveness.	Complete		
School of Dentistry	Continue and deepen engagement of faculty, staff and students throughout the school with regard to developing, evaluating and prioritizing actions and strategies to improve diversity, equity and inclusion. (Students, staff faculty)	During the fall term, hold discussions with key School of Dentistry stakeholders regarding the proposed five-year plan objectives and FY actions.	Complete		
School of Dentistry	Continue and deepen engagement of faculty, staff and students throughout the school with regard to developing, evaluating and prioritizing actions and strategies to improve diversity, equity and inclusion. (Students, staff faculty)	Seek input from faculty, staff and students on plan updates and revisions for Year Three.	Complete		
School of Dentistry	Improve the first-year experience of first generation DDS and DH students. (Students)	Conduct five focus groups of first-year, first-generation students in Fall and Winter terms to identify key indicators necessary for retention.	In Progress		Just Started
School of Dentistry	Improve the first-year experience of first generation DDS and DH students. (Students)	Provide training on cultural sensitivity.	Complete		
School of Dentistry	Implement cultural sensitivity training through videos and “lunch and learns.” (Staff)	A pre- and post-session assessment tool is implemented to evaluate learning and understanding.	Complete		
School of Dentistry	Implement cultural sensitivity training through videos and “lunch and learns.” (Staff)	Strongly encourage participation in cultural sensitivity training.	Complete		
School of Dentistry	Implement cultural sensitivity training through videos and “lunch and learns.” (Staff)	Make course/s available in multiple formats.	Complete		















UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School of Dentistry	Implement cultural sensitivity training through videos and "lunch and learns." (Staff)	Staff cultural sensitivity training with examples of dos and don'ts.	Complete		
School of Dentistry	Implement cultural sensitivity training through videos and "lunch and learns." (Staff)	Measure DEI initiatives by department, and reward manager or department based on the percentage of staff participating in DEI activities, initiatives and post session assessment scores that evaluate learning and understanding.	In Progress		Somewhat Complete
School of Dentistry	Annual Plenary Cultural Sensitivity Training. (Students, staff faculty)	Identify a speaker for November 2018.			
School of Dentistry	Annual Plenary Cultural Sensitivity Training. (Students, staff faculty)	Add a question on teaching evaluations.	In Progress		Somewhat Complete
School of Dentistry	Annual Plenary Cultural Sensitivity Training. (Students, staff faculty)	Evaluation of programs.	Complete		
School of Dentistry	Create structures to improve communication across the school. (Staff)	Communicate a clear and safe place to report problems, resources available.	Complete		
School of Dentistry	Create structures to improve communication across the school. (Staff)	As part of SOD orientation, each person spends time with all departments and/or committee of staff students and faculty.	In Progress		Somewhat Complete
School of Dentistry	Create structures to improve communication across the school. (Staff)	Quarterly interdepartmental meetings.	Complete		
School of Dentistry	Create structures to improve communication across the school. (Staff)	Create "buddy system": each person has a buddy in other areas of the school.	In Progress		Just Started
School of Dentistry	Increase resources that foster an inclusive environment. (Faculty and staff)	Allow release time to attend MAC events.	Complete		
School of Dentistry	Increase resources that foster an inclusive environment. (Faculty and staff)	Make MLK Day a holiday, but require attendance at related event.	In Progress		Somewhat Complete
School of Dentistry	Increase resources that foster an inclusive environment. (Faculty and staff)	Give diversity credits on annual reviews for attendees who attended MAC events and training opportunities.	Complete		
School of Dentistry	Increase resources that foster an inclusive environment. (Faculty and staff)	Create DEI training certification.	Not Started		
School of Dentistry	Increase resources that foster an inclusive environment. (Students)	Allow release time to attend MAC events.	Complete		
School of Dentistry	Increase resources that foster an inclusive environment. (Students)	Remind supervisors that students should be able to attend MLK Day events.	In Progress		Halfway Complete
School of Dentistry	Increase resources that foster an inclusive environment. (Students)	Staffing levels in the Office of Diversity and Inclusion will be reviewed in response to needs and success annually.	Complete		
School of Dentistry	Create think tanks made up of students, faculty and staff.	MAC/Implementation Committee subcommittee to explore best practices to create think tanks.	In Progress		Somewhat Complete
School of Dentistry	Create a clear, safe place to report incidents of microaggressions. (Students, faculty and staff)	Identify a resources page on MiTools that directs people where to report microaggressions and how to get help.	In Progress		Somewhat Complete
School of Dentistry	Create a clear, safe place to report incidents of microaggressions. (Students, faculty and staff)	Communication plan developed for SOD.	In Progress		Just Started
School of Dentistry	Sustain MAC events/activities that create an inclusive environment and raise cultural sensitivity. (Students, faculty and staff)	Multicultural Mirror.	Complete		
















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DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School of Dentistry	Sustain MAC events/activities that create an inclusive environment and raise cultural sensitivity. (Students, faculty and staff)	CE events.	Complete		
School of Dentistry	Sustain MAC events/activities that create an inclusive environment and raise cultural sensitivity. (Students, faculty and staff)	Getting to Know You Brown Bag Lunch Sessions	Complete		
School of Dentistry	Sustain MAC events/activities that create an inclusive environment and raise cultural sensitivity. (Students, faculty and staff)	Brown bags.			
School of Dentistry	Sustain MAC events/activities that create an inclusive environment and raise cultural sensitivity. (Students, faculty and staff)	Taste Fest.	Complete		
School of Dentistry	Sustain MAC events/activities that create an inclusive environment and raise cultural sensitivity. (Students, faculty and staff)	Chilli-umpkin.	Complete		
School of Dentistry	Sustain MAC events/activities that create an inclusive environment and raise cultural sensitivity. (Students, faculty and staff)	MLK Day.	Complete		
School of Dentistry	Sustain MAC events/activities that create an inclusive environment and raise cultural sensitivity. (Students, faculty and staff)	LGBT Ally training.	Complete		
School of Dentistry	Sustain MAC events/activities that create an inclusive environment and raise cultural sensitivity. (Students, faculty and staff)	Annual Report to school Leadership.	Complete		
School of Dentistry	Improve accessibility of online resources. (Students, faculty and staff)	Conduct ADA review of all websites and web resources.	In Progress		Somewhat Complete
School of Dentistry	Create an Interprofessional Special Needs Clinic to provide oral healthcare to underserved patients with special needs. (Patients)	Continue to collect data and learn from the staff dentist in the Integrated Special Needs Clinic.	Complete		
School of Dentistry	Create an Interprofessional Special Needs Clinic to provide oral healthcare to underserved patients with special needs. (Patients)	Prepare to hire a more permanent director for this clinic once the new space opens in 2022.	Not Started		
School for Environment and Sustainability	Solicit more applications from historically underrepresented students.	Develop recruitment partnerships with specific departments that are most likely include diverse students with academic interests resembling those who usually apply to SEAS.	In Progress		Halfway Complete
School for Environment and Sustainability	Solicit more applications from historically underrepresented students.	Recruit through college access programs, such as McNair Scholars, Gates Millennium Scholars, POSSE and the Doris Duke Conservation Scholars Program.	Complete		
School for Environment and Sustainability	Increase the matriculation of students from underrepresented groups in SEAS by making attendance more affordable.	Provide increased funding, in legally permissible ways, to assist students to attend SEAS.	In Progress		Just Started
School for Environment and Sustainability	Increase the matriculation of students from underrepresented groups in SEAS by making attendance more affordable.	Develop and leverage scholarships and funding streams to facilitate, in legally permissible ways, the recruitment, admission and retention of a diverse student body.	In Progress		Just Started
School for Environment and Sustainability	Increase the matriculation of students from underrepresented groups in SEAS by making attendance more affordable.	Create a scholarship fund for low-income, first generation and geographically underrepresented graduate students at SEAS.	In Progress		Just Started
















UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School for Environment and Sustainability	Increase the matriculation of students from underrepresented groups in SEAS by making attendance more affordable.	Additional application fee waivers from SEAS, with greater eligibility than Rackham's application fee waiver program.	Complete		
School for Environment and Sustainability	Increase the matriculation of students from underrepresented groups in SEAS by making attendance more affordable.	All faculty should continue to be encouraged to attend Visit Day to engage with admitted students and facilitate recruiting.	Complete		
School for Environment and Sustainability	Increase the matriculation of students from underrepresented groups in SEAS by making attendance more affordable.	Track and evaluate the diversity of the pool of students who are potential applicants to SEAS, apply to the school, are admitted and matriculate.	Complete		
School for Environment and Sustainability	Develop practices that facilitate meaningful engagement of all students in SEAS in the life of its community.	Develop procedures for training SEAS students in inclusion practices in partnership with Intergroup Relations (IGR), the Spectrum Center and other appropriate campus resources.	Complete		
School for Environment and Sustainability	Develop practices that facilitate meaningful engagement of all students in SEAS in the life of its community.	Provide incoming students with a list of SEAS and campuswide DEI resources.	Complete		
School for Environment and Sustainability	Solicit more applications from historically underrepresented students.	Change SEAS application form to collect more diversity data on applicants to enhance our ability to measure progress on DEI, whether applicants were/are: in the foster care system, raised in single-parent households, first-generation US residents, applicants' parents/guardians/grandparents graduated from college.	Complete		
School for Environment and Sustainability	Solicit more applications from historically underrepresented students.	Change the SEAS application form to ask applicants to address, in their essay on commitment to diversity, if they want to be considered for an Envoys fellowship, why they qualify for it, and what skills or insight they would bring to the fellowship.	Complete		
School for Environment and Sustainability	Solicit more applications from historically underrepresented students.	Develop recruitment partnerships with minority-serving institutions.	Complete		
School for Environment and Sustainability	Develop practices that facilitate meaningful engagement of all students in SEAS in the life of its community.	Begin exposure to and training in DEI at the Biological Station orientation.	Complete		
School for Environment and Sustainability	Develop practices that facilitate meaningful engagement of all students in SEAS in the life of its community.	Have training for returning students early in the school year.	In Progress		Just Started
School for Environment and Sustainability	Develop practices that facilitate meaningful engagement of all students in SEAS in the life of its community.	Develop an inclusion plan for all students, including specific planning for international students, global outreach initiatives and students admitted through the new 5-year undergraduate-master's program.	Not Started		
School for Environment and Sustainability	Develop practices that facilitate meaningful engagement of all students in SEAS in the life of its community.	Develop international student orientation with welcome dinner, in partnership with campus centers and resources.	Complete		
School for Environment and Sustainability	Develop practices that facilitate meaningful engagement of all students in SEAS in the life of its community.	Develop a peer mentoring system to increase community building.	In Progress		Just Started
School for Environment and Sustainability	Develop practices that facilitate meaningful engagement of all students in SEAS in the life of its community.	Develop Visit Day activities for doctoral students.	In Progress		Somewhat Complete















UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School for Environment and Sustainability	Develop practices that facilitate meaningful engagement of all students in SEAS in the life of its community.	Hold a schoolwide diversity mixer at the beginning of the school year.	Complete		
School for Environment and Sustainability	Develop practices that facilitate meaningful engagement of all students in SEAS in the life of its community.	Include master's and doctoral students, domestic and international students and alumni on DEI committees.	In Progress		Almost Complete
School for Environment and Sustainability	Create a more inclusive community for SEAS students.	Schedule master's and doctoral students review and listening sessions to solicit further input on the SEAS DEI Plan.	In Progress		Almost Complete
School for Environment and Sustainability	Increase the professional development of all SEAS students.	Provide professional training for students in DEI activities, consider for credit modules as an option.	Complete		
School for Environment and Sustainability	Increase the professional development of all SEAS students.	Track the job placements and internships of SEAS graduates by multiple demographic categories.	Complete		
School for Environment and Sustainability	Increase the professional development of all SEAS students.	Report DEI metrics to SEAS community and beyond.	In Progress		Somewhat Complete
School for Environment and Sustainability	Create a more inclusive community for SEAS students.	Evaluate Visit Day for opportunities to showcase SEAS DEI activities and commitments more effectively.	Complete		
School for Environment and Sustainability	Create a more inclusive community for SEAS students.	Develop Visit Day activities for doctoral students.	In Progress		Halfway Complete
School for Environment and Sustainability	Create a more inclusive community for SEAS students.	Student leadership should be utilized to build a more inclusive community: incentivize track leaders for community development and recruitment work.	In Progress		Halfway Complete
School for Environment and Sustainability	Create a more inclusive community for SEAS students.	Student leadership should be utilized to build a more inclusive community: provide DEI training for all track leaders.	Complete		
School for Environment and Sustainability	Create a more inclusive community for SEAS students.	Student leadership should be utilized to build a more inclusive community: track leaders should plan DEI activities within and between tracks.	Complete		
School for Environment and Sustainability	Create a more inclusive community for SEAS students.	Track leaders and student government representatives should bring students together for more social, educational and cultural events.	Complete		
School for Environment and Sustainability	Create a more inclusive community for SEAS students.	Explain SEAS' traditions as expressed through activities such as the Great Roast, Camp Fire and Sustaina-ball to new students.	Complete		
School for Environment and Sustainability	Create a more inclusive community for SEAS students.	Evaluate traditions and make adjustments as the needs and expectations of the student body change.	Complete		
School for Environment and Sustainability	Create a more inclusive community for SEAS students.	Consider non-alcoholic options at student gathering and social events.	Complete		
















UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School for Environment and Sustainability	Create a more inclusive community for SEAS students.	Include international cultural celebrations as part of evolving SEAS traditions.	Complete		
School for Environment and Sustainability	Create a more inclusive community for SEAS students.	Develop student-initiated cross cultural activities and events.	In Progress		Almost Complete
School for Environment and Sustainability	Create a more inclusive community for SEAS students.	Create a buddy system that matches first-year with second- and third-year students.	In Progress		Just Started
School for Environment and Sustainability	Create a more inclusive community for SEAS students.	Develop student peer mentoring program.	In Progress		Just Started
School for Environment and Sustainability	Improve retention among SEAS staff.	Develop a strong mentoring program that incorporates a workshop on mentoring diverse staff.	Not Started		
School for Environment and Sustainability	Improve retention among SEAS staff.	SEAS should identify and reach out to appropriate offices on campus to develop this workshop and to identify a model staff mentoring program.	Not Started		
School for Environment and Sustainability	Conduct regular climate assessments. (Staff)	Implement biannual staff climate assessments, 2015 – 2017 – 2019 – 2021.	Complete		
School for Environment and Sustainability	Build a support system for staff to promote inclusion in the SEAS.	Hiring managers will be responsible for assigning a mentor to new hires that will provide professional support or opportunities for greater inclusion in the SEAS staff community.	Not Started		
School for Environment and Sustainability	Provide information about DEI campus resources.	Create a list of campuswide DEI training opportunities to be distributed to current staff and new hires.	Complete		
School for Environment and Sustainability	Provide information about DEI campus resources.	Staff report on their DEI involvement on their annual review.	Complete		
School for Environment and Sustainability	Provide information about DEI campus resources.	Track and report on staff involvement in DEI activities.	Complete		
School for Environment and Sustainability	Build a support system for staff to promote inclusion in the SEAS.	Develop a peer mentoring system amongst staff.	Not Started		
School for Environment and Sustainability	Build a support system for staff to promote inclusion in the SEAS.	Report on mentoring activities in annual reviews — consider as part of merit review.	Not Started		
School for Environment and Sustainability	Improve retention rates of all faculty and specifically faculty from underrepresented groups in the SEAS.	Faculty should be given opportunities to learn how to contribute to this more inclusive community, accessible through the SEAS and university.	In Progress		Somewhat Complete
School for Environment and Sustainability	Increase diversity in the SEAS Faculty.	Develop a guide for searches that will include recruitment principles, policies and practices for faculty searches and campus visits to support DEI goals. Utilize the School of Education’s current guide as a starting point.	In Progress		Almost Complete




UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School for Environment and Sustainability	Increase diversity in the SEAS Faculty.	The SEAS will continue to use the Targets of Opportunity (TOPs) and the Provost's Faculty Initiative Program (PFIP) to recruit new faculty whose background, scholarly expertise, professional expertise and personal commitments are likely to advance the School's DEI goals.	In Progress		Somewhat Complete
School for Environment and Sustainability	Improve retention rates of all faculty and specifically faculty from underrepresented groups in the SEAS.	SEAS should develop a mechanism by which faculty efforts to create a more inclusive community are recognized and rewarded. By recognizing and rewarding these efforts, faculty will be more likely to contribute to a more inclusive community, which in turn will promote retention.	In Progress		Just Started
School for Environment and Sustainability	Improve development of SEAS faculty.	Develop and hold a workshop or other training session on mentoring diverse faculty and develop a mentoring program in place for new hires beginning 2017.	Not Started		
School for Environment and Sustainability	Improve development of SEAS faculty.	Improve the training of mentors.	In Progress		Somewhat Complete
School for Environment and Sustainability	Improve development of SEAS faculty.	Restructure the existing mentoring program to better meet the needs of assistant and associate professors and scientists.	Not Started		
School for Environment and Sustainability	Improve development of SEAS faculty.	Enhance the mentoring of postdoctoral fellows.	In Progress		Just Started
School for Environment and Sustainability	Improve development of SEAS faculty.	SEAS should identify and reach out to appropriate offices on campus to develop this training and to identify a model faculty mentoring program: seek help from CRLT and STRIDE committee.	Not Started		
School for Environment and Sustainability	Provide resources for faculty to foster a more inclusive environment in their classroom and SEAS community.	Develop DEI sensitivity training for faculty to develop the skills to facilitate potentially difficult conversations.	Not Started		
School for Environment and Sustainability	Build a more aware and competent DEI community for faculty.	Encourage speaker series of various tracks and program events to consider DEI principles when inviting speakers.	In Progress		Just Started
School for Environment and Sustainability	Provide resources for faculty to foster a more inclusive environment in their classroom and SEAS community.	Provide increased opportunities for faculty to share their experience in classroom. Faculty report on curricular changes that incorporate DEI action steps in courses on annual report.	In Progress		Just Started
School for Environment and Sustainability	Provide resources for faculty to foster a more inclusive environment in their classroom and SEAS community.	Encourage faculty to increase international and environmental justice content in new and current courses.	In Progress		Halfway Complete
School for Environment and Sustainability	Build a more aware and competent DEI community for faculty.	Devote at least one of the Dean's Speaker Series events to examining issues of diversity in academia.	Complete		
School for Environment and Sustainability	Build a more aware and competent DEI community for faculty.	Recruit and encourage faculty participation in SEAS and campuswide training.	In Progress		Almost Complete
School for Environment and Sustainability	Build a more aware and competent DEI community for faculty.	Faculty report on DEI training in annual review form.	Complete		














UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School for Environment and Sustainability	Build a more aware and competent DEI community for faculty.	Provide DEI training for all master's project advisors.	Not Started		
School for Environment and Sustainability	Encourage faculty to play a more active role in the recruitment of historically underrepresented students.	Faculty should be as accessible as possible during the recruitment period, including during Visit Day.	Complete		
School for Environment and Sustainability	Encourage faculty to play a more active role in the recruitment of historically underrepresented students.	SEAS's Communications Office should profile faculty and highlight their desire to work with traditionally underrepresented students at SEAS and a broad diversity of people.	Complete		
School for Environment and Sustainability	Encourage faculty to play a more active role in the recruitment of historically underrepresented students.	Combine SEAS-related travel with recruitment activities.	In Progress		Halfway Complete
School for Environment and Sustainability	Improve the mentoring experience by increasing faculty's skills in working with students from underrepresented groups, among others.	All faculty will be reminded to establish contact with advisees (and be open to unassigned student inquiries) by email, telephone, visit, etc., before they begin classes at SEAS.	Complete		
School for Environment and Sustainability	Improve the mentoring experience by increasing faculty's skills in working with students from underrepresented groups, among others.	Norms for student mentoring will be established, including faculty meeting with advisees at least once per semester during the time they are in SEAS.	Not Started		
School for Environment and Sustainability	Improve the mentoring experience by increasing faculty's skills in working with students from underrepresented groups, among others.	Remind faculty to check their Wolverine Access to see advisees and monitor their progress.	In Progress		Somewhat Complete
School for Environment and Sustainability	Improve the mentoring experience by increasing faculty's skills in working with students from underrepresented groups, among others.	Faculty report advisee changes to OAP.	In Progress		Somewhat Complete
School for Environment and Sustainability	Improve the mentoring experience by increasing faculty's skills in working with students from underrepresented groups, among others.	Faculty report on advising activities on annual report.	Complete		
School for Environment and Sustainability	Conduct regular climate assessments. (Faculty)	Implement biannual faculty climate assessments, 2015 – 2017 – 2019 – 2021.	In Progress		Almost Complete
School for Environment and Sustainability	Implement Plan.	Specify in more detail the mechanisms by which the DEI work will be conducted and plans implemented. This includes collecting, analyzing, disseminating data and sharing information to evaluate the status and outcomes of the plan's implementation.			
School of Information	Increase diversity of students in all degree programs.	Continue developing and refining recruitment strategies and processes across all academic programs to promote diversity, equity and inclusion, adjusting activity based on assessment of impact.	Complete		
School of Information	Increase diversity of students in all degree programs.	Continue to build UMSI outreach efforts with an emphasis on community colleges and adding efforts for K12 Education outreach. Repeat the Community College Summer Institute and continue building a partnership with the Center for Educational Outreach.	Complete		
School of Information	Increase diversity of students in all degree programs.	Continue to develop collaborations with the American Indian Higher Education Consortium and include Tribal Colleges in Outreach efforts.	In Progress		Somewhat Complete
School of Information	Increase diversity of students in all degree programs.	Assess effectiveness of current need-based aid and diversity focused scholarships for master's students; revise as needed and continue to actively promote need-based and diversity-focused aid.	Complete		













UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School of Information	Equitable assessment of each applicant in the admissions review process.	Continue to provide training to faculty and staff serving on academic program committees on avoiding implicit bias in admissions. Provide information to UMSI faculty and staff on implicit bias in admissions and our efforts to remove it.	Complete		
School of Information	Develop clear lines of responsibility and accountability for promoting diversity in student applicant pools, establish policies and reporting procedures and provide appropriate training.	Continue to engage UMSI faculty, staff and students in our efforts to promote diversity across all academic programs, and regularly seek input on new strategies, contacts and methods to support diversity recruitment.	Complete		
School of Information	Develop clear lines of responsibility and accountability for promoting diversity in student applicant pools, establish policies and reporting procedures and provide appropriate training.	Continue to share outcomes of diversity recruitment, admissions and yield with the UMSI community.	Complete		
School of Information	Continue to increase diversity of staff.	Continue to provide information and training to UMSI Human Resources Staff and UMSI Staff supervisors on diversity recruiting and avoiding implicit bias in the hiring process.	Complete		
School of Information	Create a teaching and learning environment that prepares students for careers in a diverse and global environment.	In collaboration with CRLT and/or an external consultant, engage faculty (across the next two years) in individual consultations to review and discuss inclusive teaching practices in terms of their course content, pedagogy and class environment.	Complete		
School of Information	Continue to increase diversity of staff.	Develop a checklist to support diversity recruiting and selection in accordance with legal standards. Have a UMSI HR staff member meet with the supervisor/selection team to review the checklist before the hiring process begins.	Complete		
School of Information	Increase diversity of faculty.	Establish a standing committee charged with developing and implementing a plan for ongoing cultivation of diverse candidates for faculty positions to enact a model of continuous faculty recruiting.	In Progress		Almost Complete
School of Information	Increase diversity of faculty.	Continue requiring members of faculty search committees to complete STRIDE training.	Complete		
School of Information	Increase diversity of faculty.	Develop a checklist in alignment with STRIDE training materials to support diversity hiring for faculty positions in accordance with legal standards for use by faculty search committees and the faculty search chair.	Complete		
School of Information	Create a teaching and learning environment that prepares students for careers in a diverse and global environment.	Offer small group follow up sessions to encourage peer-to-peer learning and support and foster an inclusive teaching community of practice.	Not Started		
School of Information	Create a teaching and learning environment that prepares students for careers in a diverse and global environment.	Provide a summary of ideas generated at the 2018 UMSI DEI Retreat on connecting DEI with the curriculum to the Senior Associate Dean for Academic Affairs and faculty academic program directors.	Complete		
School of Information	Create a teaching and learning environment that prepares students for careers in a diverse and global environment.	Ensure each academic program has incorporated or addressed the goal of preparing students to work and succeed in diverse and global environments in their academic program objectives.	In Progress		Halfway Complete
School of Information	Create a teaching and learning environment that prepares students for careers in a diverse and global environment.	The Office of Professional and Community Engagement and the Office of Career Development will continue to integrate diversity, equity and inclusion values and intercultural competency themes into curricular and co-curricular offerings, policies and practices and assessment activities.	Complete		
School of Information	Create a teaching and learning environment that prepares students for careers in a diverse and global environment.	Evaluate efforts and make adjustments over time.	Complete		









UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School of Information	Produce and disseminate faculty-led scholarship related to diversity, equity and inclusion across its many dimensions.	Provide faculty with information and resources on conducting community-based and social justice-oriented research. Organize a faculty research lunch and learn session in which faculty who are involved in scholarship related to DEI can share about their research with their colleagues.	Complete		
School of Information	Produce and disseminate faculty-led scholarship related to diversity, equity and inclusion across its many dimensions.	Repeat the iDEI Talks Event that features faculty and graduate student DEI-related research along with staff-led DEI projects in TED-style talks.	Complete		
School of Information	Produce and disseminate faculty-led scholarship related to diversity, equity and inclusion across its many dimensions.	Continue sharing and promoting DEI-related research through UMSI news and public relations efforts to generate coverage at the university level and in the broader media.	Complete		
School of Information	Promote participation in research by undergraduate and master's students from groups that are underrepresented — including women, first generation college students and underrepresented minorities — to foster diversity in the next generation of scholars.	Continue to fund and administer the Research Experience for Masters Students (REMS) summer research program.	Complete		
School of Information	Promote participation in research by undergraduate and master's students from groups that are underrepresented — including women, first generation college students and underrepresented minorities — to foster diversity in the next generation of scholars.	Further develop plans to submit an NSF-REU proposal for a new summer research experience program focusing on community college students in August 2019. If the REU proposal is accepted, begin planning implementation.			
School of Information	Promote participation in research by undergraduate and master's students from groups that are underrepresented — including women, first generation college students and underrepresented minorities — to foster diversity in the next generation of scholars.	Continue to support mechanisms for multi-year follow-up with UMSI pipeline program participants, tracking initial participation to future matriculation in undergraduate or graduate programs.	Complete		
School of Information	Encourage and support individual and school investment in DEI efforts and professional development.	Continue faculty and staff DEI goal setting; provide guidance and feedback to align individual goals in FARs and staff performance reviews with one or two UMSI broader UMSI diversity goals.	Complete		
School of Information	Encourage and support individual and school investment in DEI efforts and professional development.	Encourage goal setting that extends individual growth and commitment to diversity, equity and inclusion.	Complete		
School of Information	Raise awareness among faculty and staff of how behaviors, forms of expression and other individual actions can result in a climate that is perceived as not inclusive.	Continue to develop and implement an annual plan for DEI professional development for faculty, including: DEI onboarding during new faculty orientation.	Complete		
School of Information	Raise awareness among faculty and staff of how behaviors, forms of expression and other individual actions can result in a climate that is perceived as not inclusive.	Continue to develop and implement an annual plan for DEI professional development for faculty, including: STRIDE training for all members of faculty search committees.	Complete		
School of Information	Raise awareness among faculty and staff of how behaviors, forms of expression and other individual actions can result in a climate that is perceived as not inclusive.	Continue to develop and implement an annual plan for DEI professional development for faculty, including: Offer inclusive teaching individual consultations and discussion groups.	Complete		
School of Information	Raise awareness among faculty and staff of how behaviors, forms of expression and other individual actions can result in a climate that is perceived as not inclusive.	Continue to develop and implement an annual plan for DEI professional development for staff including: DEI onboarding meetings.	Complete		
School of Information	Raise awareness among faculty and staff of how behaviors, forms of expression and other individual actions can result in a climate that is perceived as not inclusive.	Continue to develop and implement an annual plan for DEI professional development for faculty, including: Offer at least one DEI presentation in a faculty meeting (e.g. Change it Up, Disability Awareness, etc.).	Complete		
School of Information	Raise awareness among faculty and staff of how behaviors, forms of expression and other individual actions can result in a climate that is perceived as not inclusive.	Continue to develop and implement an annual plan for DEI professional development for faculty, including: Actively encourage and recognize faculty attendance at UMSI and UM DEI programs, events and trainings.	Complete		















UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School of Information	Raise awareness among faculty and staff of how behaviors, forms of expression and other individual actions can result in a climate that is perceived as not inclusive.	Evaluate and adjust plan annually.	Complete		
School of Information	Raise awareness among faculty and staff of how behaviors, forms of expression and other individual actions can result in a climate that is perceived as not inclusive.	Continue to develop and implement an annual plan for DEI professional development for staff including: completion of "DEI: The Basics" online training.	Complete		
School of Information	Raise awareness among faculty and staff of how behaviors, forms of expression and other individual actions can result in a climate that is perceived as not inclusive.	Continue to develop and implement an annual plan for DEI professional development for staff including: regular DEI short presentations/activities at staff meetings.	Complete		
School of Information	Raise awareness among faculty and staff of how behaviors, forms of expression and other individual actions can result in a climate that is perceived as not inclusive.	Continue to develop and implement an annual plan for DEI professional development for staff including: one all staff DEI workshop per year.	Complete		
School of Information	Raise awareness among faculty and staff of how behaviors, forms of expression and other individual actions can result in a climate that is perceived as not inclusive.	Continue to develop and implement an annual plan for DEI professional development for staff including: support (financial and work release time) for attending DEI training and activities offered on campus or through professional associations.	Complete		
School of Information	Raise awareness among faculty and staff of how behaviors, forms of expression and other individual actions can result in a climate that is perceived as not inclusive.	Evaluate and adjust plan annually.	Complete		
School of Information	Raise awareness among PhD students of how behaviors, forms of expression and other individual actions can result in a climate that is perceived as not inclusive by women, URM, LGBTQ, international, and disabled students.	Continue to develop and implement a plan for integrating DEI content into doctoral student professional development and student life programs.	Complete		
School of Information	Raise awareness among master's students of how behaviors, forms of expression and other individual actions can result in a climate that is perceived as not inclusive by women, URM, LGBTQ, international and disabled students.	Continue to develop, implement and evaluate DEI content in MSI and MHI Orientations, including training on intercultural competency, bystander intervention training and Information Challenge experience focusing on working across differences.	Complete		
School of Information	Raise awareness among master's students of how behaviors, forms of expression and other individual actions can result in a climate that is perceived as not inclusive by women, URM, LGBTQ, international and disabled students.	Continue to develop and implement a plan for student life programming that integrates DEI content.	Complete		
School of Information	Raise awareness among master's students of how behaviors, forms of expression and other individual actions can result in a climate that is perceived as not inclusive by women, URM, LGBTQ, international and disabled students.	Assess and adjust plan annually.	Complete		
School of Information	Raise awareness among BSI students of how behaviors, forms of expression and other individual actions can result in a climate that is perceived as not inclusive for individuals or groups. Ensure that BSI students feel integrated into larger UMSI community.	Continue to develop and implement a plan for BSI orientation and student life programming that integrates DEI content including use of intercultural competency assessment tool.	Complete		
School of Information	Raise awareness among BSI students of how behaviors, forms of expression and other individual actions can result in a climate that is perceived as not inclusive for individuals or groups. Ensure that BSI students feel integrated into larger UMSI community.	Evaluate BSI Student Survey questions to ensure they help assess the level and ways that BSI students are integrating into the UMSI community.	Complete		


















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DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School of Information	Foster a climate and culture that supports students, staff and faculty holistically including work/life balance, wellness and familial commitments. Foster mutual understanding across differences and work to institutionalize inclusion in UMSI's environment including policies, practices, programs and resource allocations.	Offer information, resources and programming that address wellness and work/life balance for students, staff and faculty.	Complete		
School of Information	Foster a climate and culture that supports students, staff and faculty holistically including work/life balance, wellness and familial commitments. Foster mutual understanding across differences and work to institutionalize inclusion in UMSI's environment including policies, practices, programs and resource allocations.	Create a summary of ideas generated at the UMSI DEI retreat about creating a platform for respectful DEI dialogue and identify next steps for ways to enact some of these ideas in the UMSI community.	Complete		
School of Information	Foster a climate and culture that supports students, staff and faculty holistically including work/life balance, wellness and familial commitments. Foster mutual understanding across differences and work to institutionalize inclusion in UMSI's environment including policies, practices, programs and resource allocations.	Convene a voluntary, short-term task force to recommend actions to enhance inclusivity for individuals with disabilities and address barriers to accessibility.	Not Started		
School of Information	Foster a climate and culture that supports students, staff and faculty holistically including work/life balance, wellness and familial commitments. Foster mutual understanding across differences and work to institutionalize inclusion in UMSI's environment including policies, practices, programs and resource allocations.	Clarify the role of the UMSI Diversity Committee in relation to the Assistant Dean for DEI.	Complete		
School of Information	Foster a climate and culture that supports students, staff and faculty holistically including work/life balance, wellness and familial commitments. Foster mutual understanding across differences and work to institutionalize inclusion in UMSI's environment including policies, practices, programs and resource allocations.	Charge the Diversity Committee to focus on an annual theme; this year the theme is Intercultural Awareness and International Inclusion.	Complete		
School of Information	Foster a climate and culture that supports students, staff and faculty holistically including work/life balance, wellness and familial commitments. Foster mutual understanding across differences and work to institutionalize inclusion in UMSI's environment including policies, practices, programs and resource allocations.	The committee will also champion any climate survey efforts, administer DEI funding requests and annual DEI Awards and serve as advisory group for the Assistant Dean for DEI or others leading UMSI DEI initiatives.	Complete		
School of Information	Foster a climate and culture that supports students, staff and faculty holistically including work/life balance, wellness and familial commitments. Foster mutual understanding across differences and work to institutionalize inclusion in UMSI's environment including policies, practices, programs and resource allocations.	Continue active communication with students, staff and faculty regarding avenues to voice concerns and address conflicts.	Complete		
School of Information	Foster a climate and culture that supports students, staff and faculty holistically including work/life balance, wellness and familial commitments. Foster mutual understanding across differences and work to institutionalize inclusion in UMSI's environment including policies, practices, programs and resource allocations.	Ensure the new UMSI website and/or intranet includes clear information about conflict resolution paths and resources for students, staff and faculty.	Complete		

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DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School of Information	Foster a climate and culture that supports students, staff and faculty holistically including work/life balance, wellness and familial commitments. Foster mutual understanding across differences and work to institutionalize inclusion in UMSI's environment including policies, practices, programs and resource allocations.	Communicate about the UMSI web page on feedback (within UMSI) and formal reporting (to the university) regarding bias incidents or other DEI related concerns.	Complete		
School of Kinesiology	Increase the diversity of the applications to Kinesiology undergraduate degree programs.	Visit at least five (5) local (Detroit, Ypsilanti, Belleville, Romulus) and three (3) regional entities such as high schools, Peace Neighborhood, Boys & Girls Clubs and other programs/events that serve/enroll demographically diverse students.	Complete		
School of Kinesiology	Increase the diversity of the applications to Kinesiology undergraduate degree programs.	Involve current Kinesiology students from demographically diverse high schools in at least one outreach and engagement activity per year (return to home high schools and home colleges) to share information about educational opportunities in Kinesiology.	Complete		
School of Kinesiology	Increase the diversity of students enrolled in Kinesiology undergraduate programs.	Establish High School U-M Campus Visitation Day(s) for students from high schools that serve demographically diverse students.	Complete		
School of Kinesiology	Increase the diversity of students enrolled in Kinesiology undergraduate programs.	Implement a system for waiving the undergraduate application fees for need-based students.	In Progress		Halfway Complete
School of Kinesiology	Increase the diversity of students enrolled in Kinesiology undergraduate programs.	Establish a Kinesiology Merit Fellowship for undergraduate students using the same criteria that is used to select Rackham Merit Fellows.	In Progress		Halfway Complete
School of Kinesiology	Increase the diversity of students enrolled in Kinesiology undergraduate programs.	Offer need-based bridge support for deserving undergraduate students with financial hardships.	In Progress		Halfway Complete
School of Kinesiology	Create a supportive and welcoming learning environment for undergraduate students.	Elevate the presence of the Kinesiology Diversity and Inclusion Network at Undergraduate Student Fall Orientation.	Complete		
School of Kinesiology	Create a supportive and welcoming learning environment for undergraduate students.	Maintain a dedicated physical multicultural space for students.	Complete		
School of Kinesiology	Create a supportive and welcoming learning environment for undergraduate students.	Establish an Inclusive Mentoring and Peer-Support program for students.	In Progress		Just Started
School of Kinesiology	Create a supportive and welcoming learning environment for undergraduate students.	Maintain the Bridge Program throughout the academic year to support the transition and academic success of students from groups that are underrepresented in at U-M and in Kinesiology.	Complete		
School of Kinesiology	Create a supportive and welcoming learning environment for undergraduate students.	Offer at least one DEI program, event or activity per semester that will promote cultural learning and facilitate interactions among diverse groups of Kinesiology undergraduate students.	Complete		
School of Kinesiology	Create a supportive and welcoming learning environment for undergraduate students.	Create an online or e-portal of DEI resources and materials for students.	Complete		
School of Kinesiology	Increase the diversity of the applications to Kinesiology graduate degree programs.	Visit at least four (4) entities that serve/enroll a diverse student population to recruit for Kinesiology graduate program (visiting at least two [2] per semester).	Complete		
School of Kinesiology	Increase the diversity of the applications to Kinesiology graduate degree programs.	Offer an e-Information session for students at demographically diverse colleges (at least one per semester).	Complete		






















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DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School of Kinesiology	Increase the diversity of the applications to Kinesiology graduate degree programs.	Identify/compile e-mail contacts of entities that serve high performing demographically diverse students (Minority Serving Institutions (MSI) [such as Historically Black Colleges/Universities (HBCUs) Hispanic Serving Institutions (HIS), and Tribal Colleges], McNair Scholar Programs and listservs and associations to send targeted e-mails regarding educational opportunities in Kinesiology.	Complete		
School of Kinesiology	Increase the diversity of the applications to Kinesiology graduate degree programs.	Involve current Kinesiology students from demographically diverse colleges in at least one outreach recruitment and engagement activity at their home institution per year.	Complete		
School of Kinesiology	Increase the diversity/number of URM of students enrolled in Kinesiology graduate programs.	Establish Campus Visitation Day(s) to host prospective students from demographically diverse institutions.	Complete		
School of Kinesiology	Increase the diversity/number of URM of students enrolled in Kinesiology graduate programs.	Create Graduate Admission metrics beyond the traditional GRE scores that are viable indicators of academic merit, potential and "grit."	Complete		
School of Kinesiology	Increase the diversity/number of URM of students enrolled in Kinesiology graduate programs.	Implement a system for waiving the graduate application fees for need-based students.	Complete		
School of Kinesiology	Increase the diversity/number of URM of students enrolled in Kinesiology graduate programs.	Develop and maintain a Kinesiology Merit Fellowship for Graduate students.	Complete		
School of Kinesiology	Increase the diversity/number of URM of students enrolled in Kinesiology graduate programs.	Establish a need-based bridge support system for Graduate students with financial hardships.	Complete		
School of Kinesiology	Provide a supportive and welcoming learning environment for all students.	Elevate the presence of the Kinesiology Student Diversity and Inclusion Network at Fall Graduate Student Orientation.	Complete		
School of Kinesiology	Provide a supportive and welcoming learning environment for all students.	Establish an Inclusive Mentoring and Peer-Support program for students.	In Progress		Halfway Complete
School of Kinesiology	Provide a supportive and welcoming learning environment for all students.	Maintain the Bridge Program throughout the academic year to support the transition and academic success of students from groups that are underrepresented in at U-M and in Kinesiology.	Complete		
School of Kinesiology	Provide a supportive and welcoming learning environment for all students.	Maintain a dedicated physical multicultural space for students.	Complete		
School of Kinesiology	Ensure that search committees adhere to best practices to achieve diverse applicant pools for all Kinesiology faculty hires.	Establish a protocol document (per the approval of the OGC) containing principles, practices, and procedures for all faculty searches relative to DEI.	Complete		
School of Kinesiology	Obtain diverse applicant pools for all Kinesiology faculty hires, with a notable increase in applicants of color.	Compile a list of potential hiring, advertising and job posting outlets with high reach and high return with diverse faculty so that postings will reach a broader audience.	Complete		
School of Kinesiology	Provide a supportive and welcoming learning environment for all students.	Offer at least one DEI program, event or activity per semester that will promote cultural learning and facilitate interactions among diverse groups of Kinesiology graduate students.	Complete		
School of Kinesiology	Provide a supportive and welcoming learning environment for all students.	Create an online or e-portal of DEI resources and materials for students.	Complete		
School of Kinesiology	Ensure that search committees adhere to best practices to achieve diverse applicant pools for all Kinesiology faculty hires.	Require each search committee to document the actions taken to achieve a diverse applicant pool.			
School of Kinesiology	Ensure that search committees adhere to best practices to achieve diverse applicant pools for all Kinesiology faculty hires.	Mandate STRIDE training for individuals serving on a search committee and/or interacting with candidates for faculty hires.	Complete		













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

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School of Kinesiology	Enhance faculty's instructional competence with DEI.	Support program area faculty workgroups for Inclusive Instruction (to review the undergraduate and graduate curriculum and establish program area baseline metrics/content regarding DEI content and competency).			
School of Kinesiology	Enhance faculty's instructional competence with DEI.	Offer a Diversity Training/Inclusive Instruction (Teaching & Learning) Workshops for faculty.	Complete		
School of Kinesiology	Enhance faculty's instructional competence with DEI.	Maintain an online/e-portal of DEI-related resources and information for faculty.	Complete		
School of Kinesiology	Encourage faculty's commitment to DEI.	Offer 'Inclusive Instruction' grants for faculty course redesign.	In Progress		Just Started
School of Kinesiology	Encourage faculty's commitment to DEI.	Require faculty to document their DEI contributions and commitment (e.g., inclusive mentoring, inclusive instruction, diversity outreach, etc.) in their annual evaluations.	Complete		
School of Kinesiology	Enhance the faculty's skills for career advancement.	Proactively communicate and advertise U-M professional development/career advancement programs to faculty.	Complete		
School of Kinesiology	Enhance the faculty's skills for career advancement.	Encourage and support faculty's participation in professional development/career advancement programs and activities.	Complete		
School of Kinesiology	Obtain diverse applicant pools for all Kinesiology staff hires.	Compile a list of potential hiring, advertising and job posting outlets with high reach and high return with diverse staff so that postings will reach broader audience.	Complete		
School of Kinesiology	Ensure that search committees adhere to best practices to achieve diverse applicant pools for all Kinesiology staff hires.	Establish a protocol document (per the approval of the OGC) of principles, practices and procedures to govern staff hires in support of DEI.	Complete		
School of Kinesiology	Ensure that search committees adhere to best practices to achieve diverse applicant pools for all Kinesiology staff hires.	Require each search committee to document the actions taken to achieve a diverse pool of candidates.	Complete		
School of Kinesiology	Ensure that search committees adhere to best practices to achieve diverse applicant pools for all Kinesiology staff hires.	Mandate STRIDE training for individuals serving on a search committee and/or interacting with candidates for staff hires.	Complete		
School of Kinesiology	Enhance staff's development and competence with DEI.	Offer Diversity/Inclusion Training Workshop for staff.	Complete		
School of Kinesiology	Enhance staff's development and competence with DEI.	Maintain an e-portal of DEI resources for staff.	Complete		
School of Kinesiology	Encourage staff's commitment to DEI.	Ensure that DEI is an agenda item at all staff meetings.	Complete		
School of Kinesiology	Encourage staff's commitment to DEI.	Offer staff grants for DEI programs and events.	Complete		
School of Kinesiology	Encourage staff's commitment to DEI.	Require staff to document their DEI commitment and contributions (e.g., attendance at DEI related workshops, webinars, etc.) in their annual evaluations.	Complete		
School of Kinesiology	Enhance the staff's skills for career advancement.	Proactively communicate and advertise U-M professional development/career advancement programs to staff.	Complete		
School of Kinesiology	Enhance the staff's skills for career advancement.	Encourage and support staff's participation in professional development/career advancement programs and activities.	Complete		
School of Kinesiology	Assess the DEI 'pulse' and competence of Kinesiology faculty.	Offering DEI-related training/workshops for faculty.	Complete		
School of Kinesiology	Enhance Faculty's competence with DEI.	Offer DEI training session for faculty.	Complete		
School of Kinesiology	Enhance Kinesiology faculty's embrace of DEI scholarship.	Establish OGC-approved criteria for awarding funds for faculty research on matters of DEI in Kinesiology.	Complete		
School of Kinesiology	Enhance Kinesiology faculty's embrace of DEI scholarship.	Offer grants to support faculty scholarship on matters related to DEI in Kinesiology.	Complete		
School of Kinesiology	Assess the DEI 'pulse' and competence of Kinesiology staff.	Offering DEI-related training/workshops for staff.	Complete		

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DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School of Kinesiology	Enhance staff's competence with DEI.	Offer DEI training session for staff.	Complete		
School of Kinesiology	Assess the DEI 'pulse' of Kinesiology students.	Offer an event to inform and educate students about DEI.	Complete		
School of Kinesiology	Enhance Kinesiology students' embrace of DEI research and scholarly activities.	Offer grants to support student research/scholarly activities on matters related to DEI in Kinesiology.	Complete		
School of Kinesiology	Enhance Kinesiology students' embrace of DEI research and scholarly activities.	Continue to offer the Graduate Research Showcase Winter 2019 to feature the intellectual diversity of Kinesiology students' scholarship.	Complete		
School of Kinesiology	Fairness and transparency in Kinesiology 'governing' documents, policies, practices and procedures.	Review, revise/update and post Undergraduate Student Handbook.	Complete		
School of Kinesiology	Fairness and transparency in Kinesiology 'governing' documents, policies, practices and procedures.	Review, revise/update and post Graduate Bulletin.	Complete		
School of Kinesiology	Fairness and transparency in Kinesiology 'governing' documents, policies, practices and procedures.	Review, revise/update and post Faculty and Staff Handbook.	Complete		
School of Kinesiology	Establish conflict resolution procedures.	Consult with Kinesiology HR officer, STRIDE, OGC or other U-M offices on conflict resolution practices.	In Progress		Halfway Complete
School of Kinesiology	Increased commitment and presence of diversity and inclusion in marketing materials.	Review current Kinesiology print, website/electronic materials and premiums for DEI content and presence (narratives, images, brand markers, etc.).	Complete		
School of Kinesiology	Enhance Kinesiology constituents' embrace of DEI.	Maintain an online portal of DEI resources.	Complete		
School of Kinesiology	Enhance Kinesiology constituents' embrace of DEI.	Disseminate Kinesiology DEI Update (Fall 2018).	Complete		
School of Kinesiology	Enhance Kinesiology constituents' embrace of DEI.	Offer at least one schoolwide DEI program each semester.	Complete		
School of Kinesiology	Assess the 'pulse' of DEI in Kinesiology.	Continual and critical review of U-M data for Kinesiology faculty, staff and students.			
School of Kinesiology	Assess the 'pulse' of DEI in Kinesiology.	Encourage Kinesiology's participation in U-M Climate Surveys.			
School of Kinesiology	Establish a mechanism for continual DEI feedback and response.	In consultation with OIE, OGC, and other U-M entities, create an online 'Suggestion Box' for faculty, staff and students to provide continual feedback on matters related to DEI.	In Progress		Just Started
School of Kinesiology	Establish a mechanism for continual DEI feedback and response.	Develop a corresponding response system/process.	In Progress		Just Started
School of Kinesiology	Ensure access to Kinesiology development activities by women and people of color.	Review and adjust the current and prospective lists of external partners, constituents and stakeholders to promote diverse and inclusive representation.	Complete		
School of Kinesiology	Ensure access to Kinesiology buildings and spaces.	Review all signage and points of entry to ensure ADA-compliant access to Kinesiology buildings and spaces.	Complete		
School of Kinesiology	Ensure access to all Kinesiology materials.	Review all print and electronic materials and website to ensure that they are ADA compliant and accessible to individuals with visual, hearing and other impairments.	Complete		
School of Kinesiology	Improve staff's ability to counsel and advise Kinesiology undergraduate and graduate students.	Encourage OUSA and OGSA staff to meet with U-M counseling services (CAPS and others) to learn best practices for counseling/advising diverse students.	Complete		
School of Kinesiology	Ensure that all Kinesiology course materials are accessible to a diverse group of learners. (Faculty)	Require faculty to attest in their syllabi that all print and electronic materials are accessible to individuals with visual, hearing or other impairments or learning challenges.	Complete		

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










DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School of Kinesiology	Encourage all recognized Kinesiology student associations to engage in inclusive service.	Encourage each Kinesiology-sponsored student association to participate in at least one event per year with diverse and/or underserved populations or communities.	Complete		
School of Kinesiology	Encourage all recognized Kinesiology student associations to engage in inclusive service.	Prioritize funding of voluntary student organization events that have a DEI theme.	Complete		
Student Life	Encourage global and inclusive student mindsets through the creation of guided learning pathways and innovative use of intercultural learning and development tools.	Develop the capacity to administer the Intercultural Development Inventory (IDI) to students and provide opportunities to participate in ongoing learning experiences.	Complete		
Student Life	Encourage global and inclusive student mindsets through the creation of guided learning pathways and innovative use of intercultural learning and development tools.	Inventory, connect, refine and craft new intercultural programming targeted at introducing and expanding opportunities for intercultural development.	Complete		
Student Life	Encourage global and inclusive student mindsets through the creation of guided learning pathways and innovative use of intercultural learning and development tools.	Promote student participation in training on conflict and peace building through an intercultural lens.	Complete		
Student Life	Encourage global and inclusive student mindsets through the creation of guided learning pathways and innovative use of intercultural learning and development tools.	Further the reach and impact of intercultural learning tools through strategic partnerships with academic and administrative units. (Non-Student Life)	Complete		
Student Life	Build a new Trotter Multicultural Center in the heart of campus, with enhanced staff capacity to serve as a campus facilitator, convener and coordinator of cultural competence and inclusive leadership education initiatives for students.	Build an organization to be a hub for multicultural education and activities and a space for students and student organizations to develop cultural awareness and skills for collaborative engagement in an increasingly global and diverse community.	Complete		
Student Life	Build a new Trotter Multicultural Center in the heart of campus, with enhanced staff capacity to serve as a campus facilitator, convener and coordinator of cultural competence and inclusive leadership education initiatives for students.	Develop cultural competency curriculum, partnerships to deliver that curriculum and mechanisms to track programs to that curriculum.	Complete		
Student Life	Build a new Trotter Multicultural Center in the heart of campus, with enhanced staff capacity to serve as a campus facilitator, convener and coordinator of cultural competence and inclusive leadership education initiatives for students.	Increase the organization's capacity to offer a full range of educational and support programs for students' well-being, agency and self-direction.	Complete		
Student Life	Build a new Trotter Multicultural Center in the heart of campus, with enhanced staff capacity to serve as a campus facilitator, convener and coordinator of cultural competence and inclusive leadership education initiatives for students.	Develop Trotter Multicultural Center as a campus center for truth, healing and transformation through hosting and coordinating existing exemplar programs and initiatives such as the IDI initiative, IGR's social justice education, OSCR's restorative practices and mediation, MESA's educational programs and Ginsberg's community partnerships, social justice and service learning experiences.	Complete		
Student Life	Build a new Trotter Multicultural Center in the heart of campus, with enhanced staff capacity to serve as a campus facilitator, convener and coordinator of cultural competence and inclusive leadership education initiatives for students.	Develop the organization to increase access and opportunities for all students to explore heritage and cultural traditions.	Complete		
Student Life	Using data-informed decision-making, sustain and increase the capacity of existing Student Life initiatives, units and work teams engaged in effective intended to support students experiencing bias and challenges associated with campus climate.	Ensure sufficient and sustainable educational offerings for students by: identifying and bridging gaps in current approaches to building a more inclusive campus.	Complete		

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Student Life	Using data-informed decision-making, sustain and increase the capacity of existing Student Life initiatives, units and work teams engaged in effective intended to support students experiencing bias and challenges associated with campus climate.	Increase professional and student staffing for specific Student Life teams and programs demonstrating effective engagement, advocacy and support for students experiencing bias and for educational programs addressing challenges associated with campus climate concerns.	Complete		
Student Life	Using data-informed decision-making, sustain and increase the capacity of existing Student Life initiatives, units and work teams engaged in effective intended to support students experiencing bias and challenges associated with campus climate.	Prepare an inventory of all relevant existing advocacy, transition support and educational offerings within Student Life devoted to supporting students experiencing bias and addressing related challenges associated with campus climate concerns.	Complete		
Student Life	Using data-informed decision-making, sustain and increase the capacity of existing Student Life initiatives, units and work teams engaged in effective intended to support students experiencing bias and challenges associated with campus climate.	Increase the capacity of Student Life offerings devoted to supporting students experiencing bias and improving campus climate.	Complete		
Student Life	Using data-informed decision-making, sustain and increase the capacity of existing Student Life initiatives, units and work teams engaged in effective intended to support students experiencing bias and challenges associated with campus climate.	Ensure sufficient and sustainable educational offerings for students by reviewing available assessment and evaluation data.	Complete		
Student Life	Using data-informed decision-making, sustain and increase the capacity of existing Student Life initiatives, units and work teams engaged in effective intended to support students experiencing bias and challenges associated with campus climate.	Ensure sufficient and sustainable educational offerings for students by: affirming successful resources and programs.	Complete		
Student Life	Engage all campus partners in developing an intentional campuswide commitment to cultivating and implementing programs and experiences that provide the opportunity for all first-year students to gain the skills necessary for academic success, develop healthy and sustainable relationships and engage a diverse living and learning community.	Improve and coordinate FYE offerings to be more strategic and intentional in order to maximize student engagement and development.	Complete		
Student Life	Strengthen Student Life and Academic Affairs partnerships to develop and expand educational experiences devoted to graduating global and inclusive leaders able to create and thrive in a more diverse, inclusive and equitable world.	Develop shared definitions, language and principles for effective partnership within and among Student Life units and with schools and colleges and all Academic Affairs administrative units.	Complete		
Student Life	Engage all campus partners in developing an intentional campuswide commitment to cultivating and implementing programs and experiences that provide the opportunity for all first-year students to gain the skills necessary for academic success, develop healthy and sustainable relationships and engage a diverse living and learning community.	Informed by assessment efforts, increase capacity and expand access to effective FYE curricular and co-curricular programming: Develop and implement intentional "Commitment to Partnership" between Student Life units and with each academic unit for programs and experiences for first-year students.	Complete		
Student Life	Engage all campus partners in developing an intentional campuswide commitment to cultivating and implementing programs and experiences that provide the opportunity for all first-year students to gain the skills necessary for academic success, develop healthy and sustainable relationships and engage a diverse living and learning community.	Informed by assessment efforts, increase capacity and expand access to effective FYE curricular and co-curricular programming: Refine existing Michigan Learning Communities (MLCs) and develop new MLCs with first-year admitting schools and colleges to align with Strengthening the First Year Experience and Partnership principles.	Complete		









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DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Student Life	Engage all campus partners in developing an intentional campuswide commitment to cultivating and implementing programs and experiences that provide the opportunity for all first-year students to gain the skills necessary for academic success, develop healthy and sustainable relationships and engage a diverse living and learning community.	Informed by assessment efforts, increase capacity and expand access to effective FYE curricular and co-curricular programming: Develop and implement a Living and Learning Community Model to provide appropriate support to incoming students benefiting from mid-level support and structure in the first year.	Complete		
Student Life	Strengthen Student Life and Academic Affairs partnerships to develop and expand educational experiences devoted to graduating global and inclusive leaders able to create and thrive in a more diverse, inclusive and equitable world.	Using the Partnership Statement, inventory and evaluate existing Student Life partnerships with schools and colleges and Academic Affairs administrative units devoted to providing educational experiences that develop more global and inclusive student mindsets and diversity, equity and inclusion.	Complete		
Student Life	Strengthen Student Life and Academic Affairs partnerships to develop and expand educational experiences devoted to graduating global and inclusive leaders able to create and thrive in a more diverse, inclusive and equitable world.	Between Student Life units and with schools and colleges and Academic Affairs administrative units, develop existing and expand effective partnerships devoted to providing educational experiences that develop more global and inclusive student mindsets and advance diversity, equity and inclusion on and off campus, including: developing guiding principles and agreements for partnership models with schools and colleges and all Academic Affairs administrative units.	Complete		
Student Life	Strengthen Student Life and Academic Affairs partnerships to develop and expand educational experiences devoted to graduating global and inclusive leaders able to create and thrive in a more diverse, inclusive and equitable world.	Between Student Life units and with schools and colleges and Academic Affairs administrative units, develop existing and expand effective partnerships devoted to providing educational experiences that develop more global and inclusive student mindsets and advance diversity, equity and inclusion on and off campus, including: providing recommendations for integrating sustained and structural partnerships with schools and colleges and all Academic Affairs administrative units.	Complete		
Student Life	Strengthen Student Life and Academic Affairs partnerships to develop and expand educational experiences devoted to graduating global and inclusive leaders able to create and thrive in a more diverse, inclusive and equitable world.	Between Student Life units and with schools and colleges and Academic Affairs administrative units, develop existing and expand effective partnerships devoted to providing educational experiences that develop more global and inclusive student mindsets and advance diversity, equity and inclusion on and off campus, including: outlining ways to leverage, expand and develop Student Life staff and unit capacity to partner more with schools and colleges and all Academic Affairs administrative units.	Complete		
Student Life	Strengthen Student Life and Academic Affairs partnerships to develop and expand educational experiences devoted to graduating global and inclusive leaders able to create and thrive in a more diverse, inclusive and equitable world.	Between Student Life units and with schools and colleges and Academic Affairs administrative units, develop existing and expand effective partnerships devoted to providing educational experiences that develop more global and inclusive student mindsets and advance diversity, equity and inclusion on and off campus, including: expanding, promoting and enhancing applied learning opportunities for students by expanding connections between Student Life and schools and colleges and all Academic Affairs administrative units.	Complete		
Student Life	Increase Student Life's capacity in assessment for continuous improvement of diversity, equity and inclusion programs and initiatives.	Implement strategic and consistent assessment of existing and pilot Student Life programs and services.	Complete		
Student Life	Increase Student Life's capacity in assessment for continuous improvement of diversity, equity and inclusion programs and initiatives.	Invest in building staff capacity to meet current demands for evaluation and assessment support for Student Life.	Complete		













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DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Student Life	Increase Student Life's capacity in assessment for continuous improvement of diversity, equity and inclusion programs and initiatives.	Build culture of assessment and continuous improvement practices across Student Life.	Complete		
Student Life	Increase Student Life's capacity in assessment for continuous improvement of diversity, equity and inclusion programs and initiatives.	Support the assessment of Student Life's DEI plan.	Complete		
Student Life	Enhance all Student Life staff (including student employees and volunteers) skills and awareness around diversity, equity and inclusion.	Infuse diversity, equity and inclusion expectations and competencies into staff training, evaluation and performance appraisals.	Complete		
Student Life	Enhance all Student Life staff (including student employees and volunteers) skills and awareness around diversity, equity and inclusion.	Inventory and assess current diversity, equity and inclusion staff development efforts to inform future investment and capacity-building.	Complete		
Student Life	Enhance all Student Life staff (including student employees and volunteers) skills and awareness around diversity, equity and inclusion.	Develop and implement new and innovative diversity, equity and inclusion staff development experiences such as: expanding access to Intercultural Development Inventory.			
Student Life	Enhance all Student Life staff (including student employees and volunteers) skills and awareness around diversity, equity and inclusion.	Develop and implement new and innovative diversity, equity and inclusion staff development experiences such as: expanding Unconscious Bias training for all staff.	Complete		
Student Life	Enhance all Student Life staff (including student employees and volunteers) skills and awareness around diversity, equity and inclusion.	Train Student Life supervisors in conflict management practices grounded in diversity, equity and inclusion and update and align pathways for conflict resolution with DEI best practices.	Complete		
Student Life	Enhance all Student Life staff (including student employees and volunteers) skills and awareness around diversity, equity and inclusion.	Informed by assessment work, develop more accessible and relevant professional development opportunities related to diversity, equity and inclusion training experiences for all Student Life staff teams.	Complete		
Student Life	Develop and implement inclusive and equitable recruitment and hiring practices throughout Student Life to build a staff and student employee workforce that reflects diverse identities.	Create a shared hiring philosophy.	Complete		
Student Life	Develop and implement inclusive and equitable recruitment and hiring practices throughout Student Life to build a staff and student employee workforce that reflects diverse identities.	Develop and implement search/selection committee training (including unconscious bias training for all search committee members).	Complete		
Student Life	Develop and implement inclusive and equitable recruitment and hiring practices throughout Student Life to build a staff and student employee workforce that reflects diverse identities.	Adopt competency-based interviewing practices and implement best practices in application review.	Complete		
Student Life	Develop and implement inclusive and equitable recruitment and hiring practices throughout Student Life to build a staff and student employee workforce that reflects diverse identities.	Focus on cultivating a diverse student staff: Increase the number of student internships (paid or course credit) to facilitate equitable access, regardless of socioeconomic and national background.	Complete		
Student Life	Construct a consistent onboarding process to ensure equitable and consistent preparation, acclimation and integration experiences for all new Student Life staff.	Review and improve current Student Life New Staff Orientation to align with diversity, equity and inclusion best practices.	Complete		
Student Life	Develop and implement inclusive and equitable recruitment and hiring practices throughout Student Life to build a staff and student employee workforce that reflects diverse identities.	Focus on cultivating a diverse student staff: Develop and implement recruitment strategies and best practices for attracting a diverse student staff.	Complete		
Student Life	Develop and implement inclusive and equitable recruitment and hiring practices throughout Student Life to build a staff and student employee workforce that reflects diverse identities.	Focus on cultivating a diverse student staff: Develop and implement hiring policies and best practices for a diverse student staff.	Complete		




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DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Student Life	Construct a consistent onboarding process to ensure equitable and consistent preparation, acclimation and integration experiences for all new Student Life staff.	Create, pilot and disseminate hiring manager onboarding checklist and employee-facing onboarding tool.	Complete		
Student Life	Student Engagement Initiative - Access, Transparency & Trust: On behalf of the university and in partnership with units across campus, facilitate broad and diverse student engagement with the university's diversity, equity and inclusion efforts to create agency and voice to ensure relevance and responsiveness to current community needs.	Develop and sustain ongoing representative Undergraduate and Graduate/Professional DEI Student Advisory Boards to enlist student perspectives on DEI plan implementation and assessment efforts: Recruit and select representatives from all schools/colleges.	Complete		
Student Life	Student Engagement Initiative - Access, Transparency & Trust: On behalf of the university and in partnership with units across campus, facilitate broad and diverse student engagement with the university's diversity, equity and inclusion efforts to create agency and voice to ensure relevance and responsiveness to current community needs.	Develop and sustain an ongoing representative Undergraduate and Graduate/Professional DEI Student Advisory Boards to enlist student perspectives on DEI plan implementation and assessment efforts: train and support the board.	Complete		
Student Life	Student Engagement Initiative - Access, Transparency & Trust: On behalf of the university and in partnership with units across campus, facilitate broad and diverse student engagement with the university's diversity, equity and inclusion efforts to create agency and voice to ensure relevance and responsiveness to current community needs.	Develop and sustain ongoing representative Undergraduate and Graduate/Professional DEI Student Advisory Boards to enlist student perspectives on DEI plan implementation and assessment efforts: meet actively throughout the year.	Complete		
Student Life	Student Engagement Initiative - Access, Transparency & Trust: On behalf of the university and in partnership with units across campus, facilitate broad and diverse student engagement with the university's diversity, equity and inclusion efforts to create agency and voice to ensure relevance and responsiveness to current community needs.	Develop and sustain ongoing representative Undergraduate and Graduate/Professional DEI Student Advisory Boards to enlist student perspectives on DEI plan implementation and assessment efforts; host DEI Summit in November.	Complete		
Student Life	Student Engagement Initiative - Access, Transparency & Trust: On behalf of the university and in partnership with units across campus, facilitate broad and diverse student engagement with the university's diversity, equity and inclusion efforts to create agency and voice to ensure relevance and responsiveness to current community needs.	Use existing infrastructure(s) devoted to facilitating student voices in shaping the institution to ensure the DEI plan is responsive, relevant and community-owned, including: Support academic units in developing and training student advisory boards to facilitate student input.	Complete		
Student Life	Student Engagement Initiative - Access, Transparency & Trust: On behalf of the university and in partnership with units across campus, facilitate broad and diverse student engagement with the university's diversity, equity and inclusion efforts to create agency and voice to ensure relevance and responsiveness to current community needs.	Use existing infrastructure(s) devoted to facilitating student voices in shaping the institution to ensure the DEI plan is responsive, relevant and community-owned, including: Provide access to existing student boards and groups for units serving campuswide populations.	Complete		
Student Life	Student Engagement Initiative - Access, Transparency & Trust: On behalf of the university and in partnership with units across campus, facilitate broad and diverse student engagement with the university's diversity, equity and inclusion efforts to create agency and voice to ensure relevance and responsiveness to current community needs.	Use existing infrastructure(s) devoted to facilitating student voices in shaping the institution to ensure the DEI plan is responsive, relevant and community-owned, including: Support DEI SAB/ODEI in engaging student input structures.	Complete		














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DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Student Life	Student Engagement Initiative - Access, Transparency & Trust: On behalf of the university and in partnership with units across campus, facilitate broad and diverse student engagement with the university's diversity, equity and inclusion efforts to create agency and voice to ensure relevance and responsiveness to current community needs.	Advocate for necessary refinement and realignment during the implementation phase to ensure relevancy and responsiveness to student needs.	Complete		
Student Life	Student Engagement Initiative - Access, Transparency & Trust: On behalf of the university and in partnership with units across campus, facilitate broad and diverse student engagement with the university's diversity, equity and inclusion efforts to create agency and voice to ensure relevance and responsiveness to current community needs.	Establish communication procedures for Student Life to assist with sharing DEI updates to students.	Complete		
School of Music, Theatre, and Dance	Increase the number of applicants to SMTD from underrepresented minorities. (Students)	Develop admissions procedures that are more inclusive, including collect feedback from potential applicants, offering to provide training to faculty and staff to promote assessment of all candidates more equitably and holistically.	In Progress		Somewhat Complete
School of Music, Theatre, and Dance	Increase the number of applicants to SMTD from underrepresented minorities. (Students)	Begin work to establish strategic partnerships with 5-10 high schools and college institutions.	Complete		
School of Music, Theatre, and Dance	Increase the number of applicants to SMTD from underrepresented minorities. (Students)	Explore creation of a new staff position to facilitate the research and preparation around targeted and expanded recruitment efforts.			
School of Music, Theatre, and Dance	Increase the number of applicants to SMTD from underrepresented minorities. (Students)	Use existing resources to arrange recruitment visit(s) on the part of a current faculty member(s) and students to potential partner institutions.	In Progress		Somewhat Complete
School of Music, Theatre, and Dance	Increase the number of applicants to SMTD from underrepresented minorities. (Students)	Partner with other university recruitment programs, such as Wolverine Pathways, and develop internal resources to broaden potential SMTD candidates' access to scholarships and mentoring in preparation for pursuing college.	In Progress		Halfway Complete
School of Music, Theatre, and Dance	Increase in the percentage of underrepresented minority students who accept offers of admission and matriculate. (Students)	Detailed assessment of current merit scholarship awards by demographic to determine the feasibility of designating resources for UG and masters students who meet one or more of the criteria used for awarding the Rackham Merit Fellowship at the doctoral level.	In Progress		Just Started
School of Music, Theatre, and Dance	Recruit and retain a more broadly diverse cohort of graduate students at SMTD. (Graduate students)	Inform graduate students of the financial and consultative resources available through Rackham Graduate School, and further develop and clarify requirements and opportunities for advisement to support graduate student progress toward matriculation.	In Progress		Almost Complete
School of Music, Theatre, and Dance	Increase in the percentage of underrepresented minority students who accept offers of admission and matriculate. (Students)	Offer professional development opportunities for students in preparation of pursuing employment options after graduation, such as SMTD's EXCEL department for entrepreneurial projects within the field of performing arts.	Complete		
School of Music, Theatre, and Dance	Increase in the percentage of underrepresented minority students who accept offers of admission and matriculate. (Students)	Offer all SMTD students grants for recognized student organization activities, professional development, conference attendance or emergency support; students will be able to combine the grants with other funding sources to further pursue their ambitions and complete their degree.	Complete		
School of Music, Theatre, and Dance	More effectively utilize the Youth and Adult Community Programs as a means of recruiting a more diverse undergraduate cohort. (Students)	Build on current efforts to fund YAP staff faculty, and program development to recruit more students from underrepresented populations.	In Progress		Almost Complete
















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DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School of Music, Theatre, and Dance	Recruit and retain a more broadly diverse cohort of graduate students at SMTD. (Graduate students)	Require that all faculty members who serve on graduate admissions committees (or otherwise evaluate graduate applications) attend the Rackham Faculty Workshop on Graduate Admissions for Excellence and Diversity.	In Progress		Halfway Complete
School of Music, Theatre, and Dance	Recruit and retain a more broadly diverse cohort of graduate students at SMTD. (Graduate students)	Research how to more equitably fund terminal-degree graduate students and GSIs throughout their tenure; one approach is to evaluate the workload of GSIs to ensure assignments are sufficient to compensate graduate students time and effort.	In Progress		Almost Complete
School of Music, Theatre, and Dance	Enhance access to peer tutoring for students, particularly undergraduates. (Students)	Undertake a complete and detailed assessment of all existing tutoring structures offered at the School and determine where opportunities exist for enhancement.	In Progress		Halfway Complete
School of Music, Theatre, and Dance	Establish a reliable and efficient method for collecting demographic information from applicants to faculty positions at SMTD.	Devise a plan of how to more effectively use data on the demographics of applicants who apply to faculty positions at SMTD in order to gauge the success of proposed efforts to diversify faculty applicant pools.	In Progress		Halfway Complete
School of Music, Theatre, and Dance	Increase the number of applicants/hires to faculty positions from underrepresented minority groups. (Faculty)	Revise faculty job descriptions to more strongly highlight our commitment to DEI and request faculty to share their commitment to nurturing a broad range of students of diverse identities and experiences to be demonstrated through pedagogy, service and activities.			
School of Music, Theatre, and Dance	Increase the number of applicants/hires to faculty positions from underrepresented minority groups. (Faculty)	Put in place some mechanisms for ensuring that search committees have made genuine efforts to diversify the applicant pool.	In Progress		Halfway Complete
School of Music, Theatre, and Dance	Increase the diversity of the staff as represented by the percentage of underrepresented minorities and by men. (Staff)	Revise staff job posting language and interview process to more strongly highlight our commitment to DEI , such as including our diversity statement in the job description and giving specific examples during the interview of how we seek to promote diversity, inclusion and equity at SMTD.	In Progress		Somewhat Complete
School of Music, Theatre, and Dance	Increase the diversity of the staff as represented by the percentage of underrepresented minorities and by men. (Staff)	Require that search committees be constituted to hire staff members and require the language of all job postings to be approved by Chief Diversity and Inclusion Officer to ensure inclusivity.	Complete		
School of Music, Theatre, and Dance	Provide more professional development opportunities for staff. (Staff)	Offer workshops and training sessions for staff that are specifically tailored to the SMTD context (working in the performing arts).	In Progress		Almost Complete
School of Music, Theatre, and Dance	Raise the awareness of issues related to diversity, equity and inclusion among undergraduates. (Undergraduate students)	Establish a faculty subcommittee to assess the undergraduate core of academic classes as well as the repertoire performed by major SMTD ensembles to enhance the goals and objectives around DEI as it relates to curriculum.	In Progress		Somewhat Complete
School of Music, Theatre, and Dance	Better address music theory deficiencies of incoming freshmen. (Undergraduate students)	Continue a "Music Theory Boot Camp" (i.e., a new, fall-term section) for all incoming freshmen who perform poorly on the diagnostic Theory Proficiency Exam.	Complete		
School of Music, Theatre, and Dance	Enhance teacher training for GSIs. (Graduate students)	Create a faculty/student subcommittee to explore the idea of requiring all incoming GSIs to attend the CRLT GSI orientation and ongoing inclusive teaching workshops.			
School of Music, Theatre, and Dance	Enhance teacher training for GSIs. (Graduate students)	Working with CRLT, establish a voluntary GSI Inclusive Teaching workgroup of faculty and graduate students to share their experiences and develop an Inclusive Teaching Series that provides more advanced focus on specific inclusive teaching topics throughout the year.	In Progress		Somewhat Complete
School of Music, Theatre, and Dance	Bring about greater awareness of issues of diversity, equity and inclusion as they relate to research/creative activity, teaching and service. (Faculty)	Include a question on the annual Faculty Activity Report (FAR) asking about efforts undertaken in the realm of DEI as they relate to research, teaching or service.	Complete		





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DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School of Music, Theatre, and Dance	Create a more inclusive and open classroom/studio/office environment. (Students/faculty)	Develop a set of templates and resources, with the advisement of CRLT, (teaching evaluation, syllabus content, classroom interaction, etc.) specifically designed for the teaching methods and classroom setting of SMTD.	In Progress		Almost Complete
School of Music, Theatre, and Dance	Increase the number of applicants/hires to faculty positions from underrepresented minority groups. (Faculty)	Establish a process for all search committee members to attend STRIDE training before serving on a search committee (or to have taken training within the last three years).	In Progress		Somewhat Complete
School of Music, Theatre, and Dance	Increase the diversity of the staff as represented by the percentage of underrepresented minorities and by men. (Staff)	Require all who hire staff to complete the staff-related STRIDE training through ADVANCE or Unconscious Bias in Hiring training offered by SMTD Human Resources.	Not Started		
School of Music, Theatre, and Dance	Stimulate conversations around what diversity and inclusion mean relative to the repertory and artistic traditions with which our faculty and students engage as performers, scholars and creative artists, with the hope that such conversations lead to a greater diversity of repertory performed and studied by faculty and students. (Faculty/student)	Compile data offering some sense of the diversity of student/ensemble performances and main stage productions at SMTD over the past three years, using such measures as the presence of works by persons of color, women, or of offerings from outside the western (European-based) canon.	In Progress		Somewhat Complete
School of Music, Theatre, and Dance	Stimulate conversations around what diversity and inclusion mean relative to the repertory and artistic traditions with which our faculty and students engage as performers, scholars and creative artists, with the hope that such conversations lead to a greater diversity of repertory performed and studied by faculty and students. (Faculty/student)	Fund, coordinate and support students, faculty and staff engaging as performers, scholars and creative artists in SMTD and campuswide performances and events that demonstrate the value of diversity and inclusion in repertory and artistic traditions.	Complete		
School of Music, Theatre, and Dance	Bring about greater awareness of issues of diversity, equity and inclusion as they relate to research/creative activity, teaching and service. (Faculty)	Explore establishing a faculty advisory committee focused on bringing greater awareness to diversity, equity and inclusion to enhance curriculum, research, teaching and service.	Not Started		
School of Music, Theatre, and Dance	Bring about greater awareness of issues of diversity, equity and inclusion as they relate to research/creative activity, teaching and service. (Faculty)	Require that faculty hired after FY 2016 being evaluated for tenure and/or promotion provide a DEI statement explaining how they pursued such areas in relation to research, teaching and/or service.	In Progress		Somewhat Complete
School of Music, Theatre, and Dance	Create a more inclusive environment overall. (Faculty/students/staff)	Establish an Inclusion, Diversity, Equity & Access (IDEA) Training Series aimed more broadly at faculty, staff and students that is integrated into the student curriculum, onboarding process and continuing education expectations			
School of Music, Theatre, and Dance	Create a more inclusive and open classroom/studio/office environment. (Students/faculty)	Working with CRLT, establish an inclusive teaching series of workshops for faculty and GSIs.	In Progress		Halfway Complete
School of Music, Theatre, and Dance	Create a more inclusive environment overall. (Faculty/students/staff)	Use the results of the student, faculty and staff climate survey offered by the U-M Office of Diversity, Equity & Inclusion to suggest potential revisions to the five-year strategic plan.	Complete		
School of Music, Theatre, and Dance	Create a more inclusive and open classroom/studio/office environment. (Students/faculty)	Establish a voluntary Faculty Peer Support Network for Inclusive Teaching, modeled on the concept of a teaching circle. Faculty participants will engage in classroom teaching observation, syllabus review, video review, reflective practice, reading inclusive teaching literature, etc.	In Progress		Halfway Complete
School of Music, Theatre, and Dance	Create a more inclusive and open classroom/studio/office environment. (Students/faculty)	Establish an Inclusion Series aimed more broadly at faculty, staff and students.			
School of Music, Theatre, and Dance	Create a more inclusive and open classroom/studio/office environment. (Students/faculty)	Establish Professional Developments Days at SMTD to facilitate training and ensure broad attendance.			

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DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School of Music, Theatre, and Dance	Create a more inclusive and open classroom/studio/office environment. (Faculty)	Research, compile and make more accessible multiple funding resources and consultative support to faculty, in order to better prepare faculty to promote diversity, equity and inclusion within the classroom and among colleagues.	Complete		
School of Music, Theatre, and Dance	Increase student awareness of SMTD and university resources related to academic assistance, mental health and well-being, and conflict resolution. (Student/faculty/staff)	Recognize and support the importance of maintaining mental health through mental and physical stress-reducing programming and mental health awareness and management workshops for students, faculty and staff.	Complete		
School of Music, Theatre, and Dance	Increase student awareness of SMTD and university resources related to academic assistance, mental health and well-being, and conflict resolution. (Student/faculty/staff)	Explore the idea of a dedicated staff person to assist with the unique needs of international students.	In Progress		Just Started
School of Music, Theatre, and Dance	Increase student awareness of SMTD and university resources related to academic assistance, mental health and well-being, and conflict resolution. (Student/faculty/staff)	Devise ways to more effectively inform students of the many resources on campus available to them and also to make students more aware of SMTD's new Director of Inclusion as both a resource and a referral source.	Complete		
School of Music, Theatre, and Dance	Do a better job of publicly acknowledging the contributions of the staff to the excellence of SMTD. (Staff)	Begin including at least one staff profile each year in SMTD's alumni publication and/or social media and website.	In Progress		Just Started
School of Music, Theatre, and Dance	Improve awareness among faculty, students, and staff of issues related to persons with disabilities. (Student/faculty/staff)	Provide training to faculty around issues related to (accommodating) students with disabilities.	In Progress		Halfway Complete
School of Music, Theatre, and Dance	Improve awareness among faculty, students, and staff of issues related to persons with disabilities. (Student/faculty/staff)	Regularly inform students, faculty and staff of policy and physical changes to the School that may affect the equity and inclusiveness of experiences at SMTD and pursue ways to incorporate the input of students, faculty and staff when considering future modifications.	In Progress		Halfway Complete
School of Music, Theatre, and Dance	Do a better job of publicly acknowledging the contributions of the staff to the excellence of SMTD. (Staff)	Establish staff recognition awards to be given out annually.	In Progress		Halfway Complete
School of Music, Theatre, and Dance	Do a better job of helping new staff members acclimate to SMTD. (Staff)	Establish a working group to devise an SMTD orientation for new staff members.	In Progress		Almost Complete
School of Music, Theatre, and Dance	Do a better job of helping new staff members acclimate to SMTD. (Staff)	Explore the idea of establishing senior staff mentors for the first three months of employment.	In Progress		Just Started
School of Music, Theatre, and Dance	Improve access to resources for staff concerning conflict resolution and equity issues. (Staff)	Explore better ways of communicating with staff about existing university and school resources.	In Progress		Almost Complete
School of Music, Theatre, and Dance	Improve access to resources for staff concerning conflict resolution and equity issues. (Staff)	Explore the idea of establishing of a formal grievance process internal to SMTD and that might include the creation of a staff ombudsperson.	In Progress		Just Started
School of Music, Theatre, and Dance	Raise awareness of issues related to diversity, equity and inclusion among MMB members.	Provide the Diversity & Inclusion Committee members with special training to be prepared to help MMB members discuss and appreciate a broad spectrum of identities and experiences.	In Progress		Halfway Complete
School of Music, Theatre, and Dance	Increase the number of performances given by SMTD students (and faculty) in underserved communities. (Students/faculty)	Undertake research with the Engagement & Outreach Office to discern roughly how often SMTD ensembles and recognized student organizations are performing in venues that reach members of the broader community outside of those individuals who are inclined toward attending SMTD concerts.	In Progress		Almost Complete
School of Music, Theatre, and Dance	Increase the number of performances given by SMTD students (and faculty) in underserved communities. (Students/faculty)	Facilitate and support opportunities for students and student groups not part of existing ensembles to perform within the community.	Complete		










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DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School of Music, Theatre, and Dance	Ensure that SMTD is serving the needs of students across the university in ways that are broadly inclusive. (Students)	Establish a working group to assess the manner in which students across campus come to know of and audition for various non-major ensembles at SMTD, ensuring that awareness and access to such opportunities is equitable across campus.	In Progress		Somewhat Complete
School of Music, Theatre, and Dance	Enhance the School's Michigan Artist Citizen (MAC) Program. (Students)	Find ways to offer better and more effective support to SMTD students participating in the Michigan Artist Citizen Program as it expands its scope and seeks to engage with a broader swath of the southeastern Michigan region.			
School of Music, Theatre, and Dance	Enhance the provision of academic accommodations and access to students with disabilities.	Coordinate efforts with the university's IDEA Board, Council for Disabilities and the Services for Students with Disability Office to improve equity of access to learning student experiences and physical environments at SMTD for students with disabilities.	In Progress		Somewhat Complete
School of Music, Theatre, and Dance	Increase the number of students from underrepresented minorities who apply and are accepted into the Michigan Marching Band.	Partner with other university recruitment programs to bring greater awareness to a wider pool of U-M students about the benefits of joining the MMB.	Complete		
School of Music, Theatre, and Dance	Increase the number of students from underrepresented minorities who apply and are accepted into the Michigan Marching Band.	Collect feedback from entering MMB members as to what attracted them to the program and what could be promoted better to encourage participation.	Not Started		
School of Music, Theatre, and Dance	Increase the number of students from underrepresented minorities who apply and are accepted into the Michigan Marching Band.	Enhance marketing to better explain the resources available to support equal participation, including the availability of instruments and scholarships for necessary band supplies.	Not Started		
School of Music, Theatre, and Dance	Raise awareness of issues related to diversity, equity and inclusion among MMB members.	Incorporate additional topics into the High Impact Training that covers MMB culture-specific issues related to diversity, equity and inclusion.	In Progress		Almost Complete
School of Music, Theatre, and Dance	Raise awareness of issues related to diversity, equity and inclusion among MMB members.	Request for one student from each of the MMB committees, Kappa Kappa Psi and Tau Beta Sigma to serve as a representative of the D&I Committee to support more transparency, collaborative solutions and increase in participation.	Not Started		
School of Music, Theatre, and Dance	Raise awareness of issues related to diversity, equity and inclusion among MMB members.	Disseminate to the entire band a biannual update of the Diversity & Inclusion Committee meeting discussions and activities.	Not Started		
School of Music, Theatre, and Dance	Better address the musicianship development of MMB members.	Explore ways to enhance and formalize a peer music instruction, with an eye especially toward utilizing band student leadership to provide entering members with mentorship and musicianship support as needed	In Progress		Somewhat Complete
School of Music, Theatre, and Dance	Better address the musicianship development of MMB members.	Provide further development of drills and optimal field conditions for the reserve band members to create equal opportunity for improvement.	In Progress		Just Started
School of Music, Theatre, and Dance	Improve transparency of processes and training on reporting procedures that are intended to promote safety, address discrimination and support the overall well-being of students, faculty and staff.	Increase awareness and assist community members in reporting incidents of sexual misconduct or gender-based harassment through university-wide resources and SMTD supports.			
School of Music, Theatre, and Dance	Improve transparency of processes and training on reporting procedures that are intended to promote safety, address discrimination and support the overall well-being of students, faculty and staff.	Pursue ways to include input from students, faculty and staff as new policies and procedures are developed to improve physical safety and encourage inclusive and equitable behavior in order to prevent sexual misconduct or gender-based harassment.			
School of Music, Theatre, and Dance	Improve transparency of processes and training on reporting procedures that are intended to promote safety, address discrimination and support the overall well-being of students, faculty and staff.	Require all faculty and staff to complete the mandatory sexual misconduct training.			











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DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School of Music, Theatre, and Dance	Improve transparency of processes and training on reporting procedures that are intended to promote safety, address discrimination and support the overall well-being of students, faculty and staff.	Support the continued efforts of the newly established Faculty & Staff Allies Network (FASAN) to provide additional internal support and resources related to sexual misconduct and gender-based harassment prevention.			
School of Music, Theatre, and Dance	Increase the engagement experiences organized by MMB students with underserved communities to foster mutually beneficial relationships.	Undertake research to discern roughly how often the sorority and fraternity reach members of the broader community outside of those individuals who are inclined toward attending MMB events; convene the student groups annually to network, share best practices and leverage connections			
School of Music, Theatre, and Dance	Increase the engagement experiences organized by MMB students with underserved communities to foster mutually beneficial relationships.	Facilitate and support opportunities for MMB members to independently work with the broader community and particularly in underserved communities.			
School of Music, Theatre, and Dance	Create a more inclusive Michigan Marching Band environment overall.	Use the results of the student, faculty and staff monthly and annual surveys offered by the MMB to suggest potential revisions to the five-year strategic plan.			
School of Music, Theatre, and Dance	Create a more inclusive Michigan Marching Band environment overall.	Further develop a standardized policy for behavior (e.g. band traditions), terminology, attire and appearance when representing and participating in MMB activities.			
School of Music, Theatre, and Dance	Improve the spirit of equity and inclusion among all band members and within band sections.	Designate members of the Diversity & Inclusion Committee to serve as contacts for MMB students to share ideas and concerns that are noted in mid-month evaluations and that can be considered by the committee.			
School of Music, Theatre, and Dance	Improve the spirit of equity and inclusion among all band members and within band sections.	Encourage casual social events for students to get to know each other better across and within sections.			
School of Music, Theatre, and Dance	Heighten the awareness of MMB's commitment to equity and diversity by ensuring that MMB is connecting with non-MMB members across the university in ways that are broadly inclusive.	Assess the manner in which students across campus come to know about MMB activities, and audition for the Michigan Marching Band, ensuring that awareness and access to such opportunities are broad and equitable across campus.			
School of Nursing	Significantly increase the diversity of our community along several dimensions of diversity, including but not limited to the proportion of faculty, staff and students from race and gender groups underrepresented in nursing [PUN] in the US — URM, Asian and males. (Faculty and staff)	Search committees are formed that represent diversity and PUN in composition whenever possible.	Complete		
School of Nursing	Significantly increase the diversity of our community along several dimensions of diversity, including but not limited to the proportion of faculty, staff and students from race and gender groups underrepresented in nursing [PUN] in the US — URM, Asian and males. (Faculty and staff)	Committee members are required to attend ADVANCE or similar training prior to search activity.	Complete		
School of Nursing	Significantly increase the diversity of our community along several dimensions of diversity, including but not limited to the proportion of faculty, staff and students from race and gender groups underrepresented in nursing [PUN] in the US — URM, Asian and males. (Faculty and staff)	Search processes will document efforts to seek PUN diversity in the pool of candidates presented to department chairs and the dean for consideration for hire; every effort should be made by HR to have a diverse pool of candidates.	Complete		
School of Nursing	Significantly increase the diversity of our community along several dimensions of diversity, including but not limited to the proportion of faculty, staff and students from race and gender groups underrepresented in nursing [PUN] in the US — URM, Asian and males. (Faculty and staff)	Demographic data of faculty and staff are tracked annually and reported within the school and university.	Complete		


















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School of Nursing	Significantly increase the diversity of our community along several dimensions of diversity, including but not limited to the proportion of faculty, staff and students from race and gender groups underrepresented in nursing [PUN] in the US — URM, Asian and males. (Faculty and staff)	Progress toward goal achievement is assessed with course correction made as needed.	Complete		
School of Nursing	Significantly increase the diversity of our community along several dimensions of diversity, including but not limited to, the proportion of faculty, staff and students from race and gender groups underrepresented in nursing [PUN] in the U.S. – URM, Asian and males. (Students)	Continue and deepen the recruitment outreach, retention and progression efforts to prospective applicants and current students of the School of Nursing to increase the diversity of the applicant pool, including through outreach to a variety of communities.	Complete		
School of Nursing	Significantly increase the diversity of our community along several dimensions of diversity, including but not limited to, the proportion of faculty, staff and students from race and gender groups underrepresented in nursing [PUN] in the U.S. – URM, Asian and males. (Students)	Leverage university, health science schools and colleges and other units' outreach resources, such as the Council for Educational Outreach, the Office of Undergraduate Admissions, K-12 summer programs and others already active on campus.	Complete		
School of Nursing	Significantly increase the diversity of our community along several dimensions of diversity, including but not limited to, the proportion of faculty, staff and students from race and gender groups underrepresented in nursing [PUN] in the U.S. – URM, Asian and males. (Students)	Student recruitment, application and matriculation data are tracked annually and reported within the school and university.	Complete		
School of Nursing	Significantly increase the diversity of our community along several dimensions of diversity, including but not limited to, the proportion of faculty, staff and students from race and gender groups underrepresented in nursing [PUN] in the U.S. – URM, Asian and males. (Students)	Progress toward goal achievement is assessed with course correction made as needed.	Complete		
School of Nursing	Significantly increase the diversity of our community along several dimensions of diversity, including but not limited to, the proportion of faculty, staff and students from race and gender groups underrepresented in nursing [PUN] in the U.S. – URM, Asian and males. (Students)	Execute recommendations in UMSN Gateways Recruitment Campaign which include additional recruitment travel to minority serving institutions, western and northwestern Michigan community colleges, and high schools with diverse populations. Increased efforts to recruit students from diverse backgrounds who are admitted to UMSN.	Complete		
School of Nursing	Significantly increase the diversity of our community along several dimensions of diversity, including but not limited to, the proportion of faculty, staff and students from race and gender groups underrepresented in nursing [PUN] in the U.S. – URM, Asian and males. (Students)	Increased collaboration between Chief Inclusion Officer, Office of Admissions and Recruitment and Marketing and Communications in strategizing recruitment efforts for diversity.	Complete		
School of Nursing	Significantly increase the diversity of our community along several dimensions of diversity, including but not limited to, the proportion of faculty, staff and students from race and gender groups underrepresented in nursing [PUN] in the U.S. – URM, Asian and males. (Students)	Increase marketing of Nursing programs (PhD and other) by active involvement of all faculty in recruitment efforts to promote a diverse applicant pool.	Complete		
School of Nursing	Significantly increase the diversity of our community along several dimensions of diversity, including but not limited to, the proportion of faculty, staff and students from race and gender groups underrepresented in nursing [PUN] in the U.S. – URM, Asian and males. (Students)	Increase marketing of Nursing programs (PhD and other) by enhancing the usability of the UMSN website to promote recruitment of a diverse applicant pool.	Complete		















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DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School of Nursing	Significantly increase the diversity of our community along several dimensions of diversity, including but not limited to, the proportion of faculty, staff and students from race and gender groups underrepresented in nursing [PUN] in the U.S. – URM, Asian and males. (Students)	Continue and deepen the recruitment outreach, retention and progression efforts to prospective applicants and current students of the School of Nursing. Strategies include: increased outreach to HBCUs, HSIs and MSIs.	Complete		
School of Nursing	Significantly increase the diversity of our community along several dimensions of diversity, including but not limited to, the proportion of faculty, staff and students from race and gender groups underrepresented in nursing [PUN] in the U.S. – URM, Asian and males. (Students)	Continue and deepen the recruitment outreach, retention and progression efforts to prospective applicants and current students of the School of Nursing. Strategies include: increased outreach to nursing organizations focused on underrepresented populations and health disparities research.	Complete		
School of Nursing	Significantly increase the diversity of our community along several dimensions of diversity, including but not limited to, the proportion of faculty, staff and students from race and gender groups underrepresented in nursing [PUN] in the U.S. – URM, Asian and males. (Students)	Continue and deepen the recruitment outreach, retention and progression efforts to prospective applicants and current students of the School of Nursing. Strategies include: increased use of social media for recruitment generally, and during recruitment events specifically.	Complete		
School of Nursing	Significantly increase the diversity of our community along several dimensions of diversity, including but not limited to, the proportion of faculty, staff and students from race and gender groups underrepresented in nursing [PUN] in the U.S. – URM, Asian and males. (Students)	Continue and deepen the recruitment outreach, retention and progression efforts to prospective applicants and current students of the School of Nursing. Strategies include: increased sponsorship and partnership with diversity0-related external organizations.	Complete		
School of Nursing	Significantly increase the diversity of our community along several dimensions of diversity, including but not limited to, the proportion of faculty, staff and students from race and gender groups underrepresented in nursing [PUN] in the U.S. – URM, Asian and males. (Students)	Continue and deepen the recruitment outreach, retention and progression efforts to prospective applicants and current students of the School of Nursing. Strategies include: increased participation of faculty in recruitment trips such as Wolverine Express, conference trips, recruitment webinars and recruitment fairs.	Complete		
School of Nursing	Significantly increase the diversity of our community along several dimensions of diversity, including but not limited to, the proportion of faculty, staff and students from race and gender groups underrepresented in nursing [PUN] in the U.S. – URM, Asian and males. (Students)	Continue and deepen the recruitment outreach, retention and progression efforts to prospective applicants and current students of the School of Nursing. Strategies include: retooling the website and recruitment materials to represent the diversity of our School.	Complete		
School of Nursing	Significantly increase the diversity of our community along several dimensions of diversity, including but not limited to, the proportion of faculty, staff and students from race and gender groups underrepresented in nursing [PUN] in the U.S. – URM, Asian and males. (Students)	Continue to deepen the recruitment outreach, retention, and progression efforts to prospective applicants and current students of the School of Nursing. Strategies include: increased outreach to high schools and community colleges.	Complete		
School of Nursing	Significantly increase the diversity of our community along several dimensions of diversity, including but not limited to, the proportion of faculty, staff and students from race and gender groups underrepresented in nursing [PUN] in the U.S. – URM, Asian and males. (Students)	Continue and deepen the recruitment outreach, retention and progression efforts to prospective applicants and current students of the School of Nursing. Strategies include: purchasing ACT and GRE scores for students interested in Nursing.	Complete		
School of Nursing	Significantly increase the diversity of our community along several dimensions of diversity, including but not limited to, the proportion of faculty, staff and students from race and gender groups underrepresented in nursing [PUN] in the U.S. – URM, Asian and males. (Students)	Continue and deepen the recruitment outreach, retention and progression efforts to prospective applicants and current students of the School of Nursing. Strategies include: text from dean to all admitted students to encourage matriculation and affirm our values.	Complete		
School of Nursing	Increase our retention of diverse groups, including but not limited to PUN faculty, staff and students. (Faculty)	Continue to assure every newly appointed faculty member has appropriate mentor(s).	Complete		

















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School of Nursing	Increase our retention of diverse groups, including but not limited to PUN faculty, staff and students. (Faculty)	Link prospective and current faculty mentors to campuswide resources that support our goals and objectives, e.g., Rackham's Faculty Ally Support; the Center for Research on Learning and Teaching; the Institute for Research on Women and Gender; ADVANCE Stride training; and others.	Complete		
School of Nursing	Increase our retention of diverse groups, including but not limited to PUN faculty, staff and students. (Faculty)	Research best practices, develop and pilot a retention toolkit for all assistant professors.	Complete		
School of Nursing	Increase our retention of diverse groups, including but not limited to PUN faculty, staff and students. (Faculty)	Collaborate with Associate Dean for Faculty and Faculty Development in development and execution of plan for integrated DEI-related professional development for faculty, including crucial conversations training, inclusive teaching workshops, work-life balance information, etc.	Complete		
School of Nursing	Increase our retention of diverse groups, including but not limited to PUN faculty, staff and students. (Faculty)	Chief Inclusion Officer will sit on all executive level and select managerial, staff and faculty search committees.	Complete		
School of Nursing	Increase our retention of diverse groups, including but not limited to PUN faculty, staff and students. (Faculty)	Online and tutorial resources will be developed for faculty and staff searches.	Complete		
School of Nursing	Increase our retention of diverse groups, including but not limited to PUN faculty, staff and students. (Faculty)	Search committees will uniformly consider candidates' experience with and commitment to DEI for all faculty, staff and administrative searches.	Complete		
School of Nursing	Increase our retention of diverse groups, including but not limited to PUN faculty, staff and students. (Staff)	Train supervisors in strategies for successful recruitment of diverse groups including PUN.	Complete		
School of Nursing	Increase our retention of diverse groups, including but not limited to PUN faculty, staff and students. (Staff)	HR documents the efforts to achieve a diverse pool of applicants for each position and reports efforts to hiring manager and search committees.	Complete		
School of Nursing	Increase our retention of diverse groups, including but not limited to PUN faculty, staff and students. (Staff)	Develop appropriate tracking methods to identify individuals who are having difficulties in career progression.	Complete		
School of Nursing	Increase our retention of diverse groups, including but not limited to PUN faculty, staff and students. (Staff)	Chief Inclusion Officer will sit on all executive-level and select managerial, staff and faculty search committees.	Complete		
School of Nursing	Increase our retention of diverse groups, including but not limited to PUN faculty, staff and students. (Staff)	Online and tutorial resources will be developed for faculty and staff searches.	Complete		
School of Nursing	Increase our retention of diverse groups, including but not limited to PUN faculty, staff and students. (Staff)	Search committees will uniformly consider candidates' experience with and commitment to DEI for all faculty, staff and administrative searches.	Complete		
School of Nursing	Increase our retention of diverse groups, including but not limited to PUN faculty, staff and students. (Students)	Review current practices for student advisement and progression tracking to determine better ways of early identification of students at risk.	Complete		
School of Nursing	Increase our retention of diverse groups, including but not limited to PUN faculty, staff and students. (Students)	Determine and utilize best practices in assisting at-risk students to progress in their academic program; for example, expand the use of the Clinical Learning Center in providing practice opportunities for students with clinical practice difficulties; utilize class advisors and faculty counselors to work with students identified as at-risk.	Complete		
School of Nursing	Increase our retention of diverse groups, including but not limited to PUN faculty, staff and students. (Students)	Examine best practices for student success models that will facilitate timely academic progression and degree completion.	Complete		
School of Nursing	Increase our retention of diverse groups, including but not limited to PUN faculty, staff and students. (Students)	Continue the UMSN Gateways Fellowship as an opportunity to support diverse students and inform them about pathways to faculty positions in Nursing.	Complete		
School of Nursing	Increase our retention of diverse groups, including but not limited to PUN faculty, staff and students. (Students)	Create DEI-related professional development opportunities for students via the DEI in Healthcare Seminar Series.	Complete		


















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DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School of Nursing	Increase our retention of diverse groups, including but not limited to PUN faculty, staff and students. (Students)	Create arts-based opportunities for students to participate in DEI via the Gateways Fellowship as a way of offering them some relief from an otherwise incredibly rigorous and challenging curriculum.	Complete		
School of Nursing	Increase our retention of diverse groups, including but not limited to PUN faculty, staff and students. (Students)	Chief Inclusion Officer to meet regularly with advisors and student success coordinator to offer assistance as needed and support their efforts.	Complete		
School of Nursing	Gather data on the diversity of the SN community including various attributes of interest e.g. socioeconomic status, religions, ethnicity, etc.	Use programs to enrich our understanding of identity at UMSN and gain insight into the varied experiences of identity and the relationships between various identity based groups.	Complete		
School of Nursing	Encourage all faculty, as appropriate, to complete ADVANCE STRIDE training and/or other similar training.	Request that those faculty who have completed the training share what they learned with other faculty, formally through faculty meetings and Faculty Forum and informally.	Complete		
School of Nursing	Gather data on the diversity of the SN community including various attributes of interest e.g. socioeconomic status, religions, ethnicity, etc.	Use information to move forward all DEI initiatives with a sensitivity to the varied and sometimes contradictory experience of identity.	Complete		
School of Nursing	Encourage all faculty, as appropriate, to complete ADVANCE STRIDE training and/or other similar training.	Review what faculty should complete ADVANCE STRIDE training.	Complete		
School of Nursing	Encourage all faculty, as appropriate, to complete ADVANCE STRIDE training and/or other similar training.	Promote ADVANCE STRIDE and/or other similar training to faculty broadly.	Complete		
School of Nursing	Enhance existing curricular requirements to include broader understandings of diversity, equity and inclusion in both didactic and clinical experiences (including virtual and actual clinical placements and simulations). (Students and instructional staff)	Conduct audits to establish baseline of DEI in the curriculum for all undergraduate and graduate core courses.	Complete		
School of Nursing	Enhance existing curricular requirements to include broader understandings of diversity, equity and inclusion in both didactic and clinical experiences (including virtual and actual clinical placements and simulations). (Students and instructional staff)	Revise courses as needed to include DEI content.	Complete		
School of Nursing	Enhance existing curricular requirements to include broader understandings of diversity, equity and inclusion in both didactic and clinical experiences (including virtual and actual clinical placements and simulations). (Students and instructional staff)	Create a plan for future regular audits of the incorporation and presentation of DEI topics within courses.	Complete		
School of Nursing	Enhance existing curricular requirements to include broader understandings of diversity, equity and inclusion in both didactic and clinical experiences (including virtual and actual clinical placements and simulations). (Students and instructional staff)	Identify specific clinical placements in non-traditional settings and/or engaging with diverse populations for undergraduate and graduate student as appropriate.	Complete		
School of Nursing	Enhance existing curricular requirements to include broader understandings of diversity, equity and inclusion in both didactic and clinical experiences (including virtual and actual clinical placements and simulations). (Students and instructional staff)	Encourage specific graduate research and clinical areas of focus in non-traditional settings and/or engaging with diverse populations.	Complete		
School of Nursing	Enhance existing curricular requirements to include broader understandings of diversity, equity and inclusion in both didactic and clinical experiences (including virtual and actual clinical placements and simulations). (Students and instructional staff)	Encourage diverse faculty, researcher and student research teams for publications and grant submissions.	Complete		
School of Nursing	Enhance existing curricular requirements to include broader understandings of diversity, equity and inclusion in both didactic and clinical experiences (including virtual and actual clinical placements and simulations). (Students and instructional staff)	Create a centralized repository of DEI educational and scholarly resources.	Complete		


















UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School of Nursing	Enhance existing curricular requirements to include broader understandings of diversity, equity and inclusion in both didactic and clinical experiences (including virtual and actual clinical placements and simulations). (Students and instructional staff)	Move forward Inclusive Teaching at Nursing initiative to include use of Inclusive Teaching Self-Assessment Tool and web-based repository of tutorial resources and crowdsourcing platform for faculty.	Complete		
School of Nursing	Increase cultural competence of all members of our community. (All constituencies)	Establish a competency-based model for creating cultural competency workshops and experiential activities.	Complete		
School of Nursing	Increase cultural competence of all members of our community. (All constituencies)	Provide a variety of cultural competency trainings that include both didactic and experiential methodologies; utilize university-wide resources whenever possible.	Complete		
School of Nursing	Increase cultural competence of all members of our community. (All constituencies)	Develop a method to track success measures as described above.	Complete		
School of Nursing	Increase cultural competence of all members of our community. (All constituencies)	Identify cultural competence resources and professional development opportunities for each constituency, e.g., CRLT training for instructors and faculty for inclusive classrooms, Rackham faculty workshops, etc.	Complete		
School of Nursing	Increase cultural competence of all members of our community. (All constituencies)	Increase opportunities and release time for focused DEI skill building and training while also embedding DEI-related learning objectives within non-DEI-specific staff professional development initiatives.	Complete		
School of Nursing	Increase cultural competence of all members of our community. (All constituencies)	Increase informal opportunities to understand and allow diverse staff perspectives to be shared.	Complete		
School of Nursing	Increase cultural competence of all members of our community. (All constituencies)	Increase identity-based microaggressions and unconscious bias training.	Complete		
School of Nursing	Advance a culture of inclusivity that is respectful and engaging for all constituencies. (All constituencies)	Develop a DEI “updates” in School newsletters for faculty, staff students and alumni.	Complete		
School of Nursing	Advance a culture of inclusivity that is respectful and engaging for all constituencies. (All constituencies)	Create greater awareness of the diversity among us through activities that provide a ‘safe’ and engaging methods of sharing values, beliefs, perspectives and personal identities.	Complete		
School of Nursing	Advance a culture of inclusivity that is respectful and engaging for all constituencies. (All constituencies)	Encourage faculty, staff and students (as appropriate) to engage in campuswide events, e.g., MLK Health Sciences seminars, MLK Annual symposium, Women of Color Career Conference, etc.	Complete		
School of Nursing	Advance a culture of inclusivity that is respectful and engaging for all constituencies. (All constituencies)	Utilize faculty, student, staff and other appropriate constituents for panel discussions illustrating issues of inclusivity for broad community engagement.	Complete		
School of Nursing	Advance a culture of inclusivity that is respectful and engaging for all constituencies. (All constituencies)	Conduct educational seminars or sessions for faculty, staff and students each semester on pertinent topics related to diversity, equity and inclusion.	Complete		
School of Nursing	Advance a culture of inclusivity that is respectful and engaging for all constituencies. (All constituencies)	Ensure all members of the school’s community have opportunity to attend educational seminars or sessions.	Complete		
School of Nursing	Advance a culture of inclusivity that is respectful and engaging for all constituencies. (All constituencies)	Create multiple ways for constituencies to discuss and respond to the proposed DEI strategic plan, their commitment to it and additional activities to support its objectives; seek input from multiple constituencies on the plan updates and actions.	Complete		
School of Nursing	Advance a culture of inclusivity that is respectful and engaging for all constituencies. (All constituencies)	Review the faculty, staff and student climate surveys with appropriate constituents to seek community identification and understanding of the dynamics, behaviors and actions that promote positive culture of inclusivity.	Complete		
















UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School of Nursing	Improve awareness of formal systems and policy for reporting and managing instances of prejudice or discrimination at the School of Nursing. (All constituencies)	Clarify and better communicate pathways for conflict resolution (roles, procedures, communication, deeper analyses); clarify role of the faculty ombuds, student conflict resolution officers, Office for Institutional Equity and other roles and offices at the university.	Complete		
School of Nursing	Improve awareness of formal systems and policy for reporting and managing instances of prejudice or discrimination at the School of Nursing. (All constituencies)	Conduct focus groups and surveys to determine efficacy in persons using resources.	Complete		
School of Nursing	Improve awareness of formal systems and policy for reporting and managing instances of prejudice or discrimination at the School of Nursing. (All constituencies)	Increase awareness about equity review processes.	Complete		
School of Nursing	Improve awareness of formal systems and policy for reporting and managing instances of prejudice or discrimination at the School of Nursing. (All constituencies)	UMSN Cultural Champions group to launch online training on civility and strategies for effective conflict resolution, including pathways for seeking assistance in resolving conflicts.	Complete		
School of Nursing	Explore the possibility of requiring a DEI-specific course for students, at undergraduate and graduate level.	Faculty members and committees responsible for curricular oversight will review the possibilities and options for DEI course development or DEI course content in existing courses.	Complete		
School of Nursing	Improve methods for collecting, vetting, integrating and reporting feedback from the campus community. (All constituencies)	Establish best practices for data collection.	Complete		
School of Nursing	All members of the UMSN increase cultural awareness, skills and competence in DEI issues.	Conduct educational seminars or sessions for faculty, staff and students each semester on pertinent topics.	Complete		
School of Nursing	All members of the UMSN increase cultural awareness, skills and competence in DEI issues.	Ensure all members of the school's community have opportunity to attend educational seminars or sessions.	Complete		
School of Nursing	All members of the UMSN increase cultural awareness, skills and competence in DEI issues.	Encourage faculty, staff and students (as appropriate) to engage in campuswide events.	Complete		
School of Nursing	Improve methods for collecting, vetting, integrating and reporting feedback from the campus community. (All constituencies)	Monitor changes and modifications in the university plan to ensure consistency and assess need for timely course correction.	Complete		
School of Nursing	Improve access to face-to-face resources for counseling and recruiting prospective students and parents. (Students)	Expand total office hours available for counseling and recruitment.	Complete		
School of Nursing	Improve access to face-to-face resources for counseling and recruiting prospective students and parents. (Students)	Move forward Future Nurses Career Advancement Program with high-minority serving partner high schools.			
School of Nursing	Improve access to face-to-face resources for counseling and recruiting prospective students and parents. (Students)	Conduct best practice research on best approaches for counseling prospective students and parents (where appropriate).	Complete		
School of Nursing	Improve access to face-to-face resources for counseling and recruiting prospective students and parents. (Students)	Build on and develop partnerships between UMSN and local communities to reach out to students who have an interest in a nursing career using best practices developed and proven through past efforts; make every effort to include a diverse group of students.	Complete		
School of Nursing	Improve access to face-to-face resources for counseling and recruiting prospective students and parents. (Students)	Expand best practices of retention and support at the graduate level through Rackham Diversity grants to reach a wide range of applicants to our graduate programs; make every effort to reach a diverse population of potential applicants.	Complete		
School of Education	Continue and enhance dije-based (Diversity, Inclusion, Justice & Equity) partnership development.	Continue, strengthen and seek out new partnerships with local high schools, community colleges and HBCUs, including developing our emerging urban teaching residency program in Detroit.	In Progress		Somewhat Complete
School of Education	Continue and enhance dije-based (Diversity, Inclusion, Justice & Equity) partnership development.	Develop means of tracking the demographic impact of our new education minor.	In Progress		Halfway Complete

















UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School of Education	Plan and host a 3-part seminar series on the theme of Education for Empowerment, open to the entire university.	Plan, organize and widely advertise the Education for Empowerment seminar series.	In Progress		Somewhat Complete
School of Education	Create a diverse and inclusive interview committee for all staff job openings.	The creation of a diverse hiring committee.	Complete		
School of Education	Create a diverse and inclusive interview committee for all staff job openings.	The drafting of new dije ((Diversity, Inclusion, Justice & Equity) interview questions.	Complete		
School of Education	Plan and host a 3-part seminar series on the theme of Education for Empowerment, open to the entire university.	Continue seeking formal partnerships with Historically Black Colleges and Universities to aid in recruiting teacher education students from diverse populations.			
School of Education	Develop baseline ways of tracking the impact of our new minor on diverse student recruitment.	We will develop ways to track the demographic composition of undergraduate students declaring our minor. We will also discuss the possibility of creating an accelerate, preferred admissions pathway from our minor into our graduate programs.	In Progress		Somewhat Complete
School of Education	Continue and expand faculty and GSI/TA professional development efforts related to anti-racism and decentering whiteness.	Reading groups will meet.	In Progress		Just Started
School of Education	Continue and expand faculty and GSI/TA professional development efforts related to anti-racism and decentering whiteness.	EDAC will lead an in-depth examination of the professional school and academic program (undergrad and grad) curricula.	In Progress		Somewhat Complete
School of Education	Continue and expand faculty and GSI/TA professional development efforts related to anti-racism and decentering whiteness.	EDAC will offer specific recommendations for curricular change.	In Progress		Somewhat Complete
School of Education	Continue and expand faculty and GSI/TA professional development efforts related to anti-racism and decentering whiteness.	SOE leaders will offer professional development for GSIs and TAs.	In Progress		Somewhat Complete
School of Education	Decenter whiteness through SOE curricula and better represent and include issues of gender identity and sexual orientation, religious diversity and/or disability.	Faculty members and programs will appraise their syllabi and other course materials through a dije lens, with particular attention to decentering whiteness and to the representation of the following topics: gender identity and sexual orientation, religious diversity and/or disability.	In Progress		Somewhat Complete
School of Education	Decenter whiteness through SOE curricula and better represent and include issues of gender identity and sexual orientation, religious diversity and/or disability.	Creation of Colloquium Series.	In Progress		Halfway Complete
School of Education	Decenter whiteness through SOE curricula and better represent and include issues of gender identity and sexual orientation, religious diversity and/or disability.	Launching of the Social Justice Transformative Educator Summer Institute for secondary teacher education.	In Progress		Just Started
School of Education	Collaborate with marginalized student groups to identify needs and implement initiatives to better serve them.	Begin with a fireside chat developed in collaboration with student leaders from our Latinx community.	In Progress		Just Started
School of Education	Collaborate with marginalized student groups to identify needs and implement initiatives to better serve them.	Create a task force to offer recommendations about initiatives to better support, affirm and serve Latinx students.	In Progress		Just Started
School of Education	Collaborate with marginalized student groups to identify needs and implement initiatives to better serve them.	Continue our Black Male Student Roundtable launched in Year Two.	In Progress		Just Started
School of Education	Collaborate with marginalized student groups to identify needs and implement initiatives to better serve them.	Increase specific programming related to being more inclusive of SOE and K-12 students with disabilities.	In Progress		Somewhat Complete
School of Education	Infuse the arts to increase the creativity and inclusivity of our dije programming.	Launch the showcase at SOE Community Convocation.	In Progress		Halfway Complete



















UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School of Education	Infuse the arts to increase the creativity and inclusivity of our dije programming.	Hold the showcase crowdsourcing event in conjunction with the Winter Wonderland Dance Party.	In Progress		Halfway Complete
School of Education	Infuse the arts to increase the creativity and inclusivity of our dije programming.	Select the community choice awards.	In Progress		Halfway Complete
School of Education	Infuse the arts to increase the creativity and inclusivity of our dije programming.	Install the art.	In Progress		Just Started
School of Education	Continue and enhance already existing partnerships with and other supports for K-12 schools and teachers.	Provide professional development, materials and other support to practicing K-12 educators in local schools and school districts.	In Progress		Halfway Complete
School of Education	Continue to develop the design and MOU for a new urban teaching residency with the Detroit Public Schools Community District.	Continue the development and design of an urban teaching residency partnership in Detroit.	Complete		
School of Education	Leverage the field-based internship component of our new education minor to place U-M undergraduates in the community at large.	Develop a database of internship opportunities for undergrads, working in partnership with local and national organizations serving youth and communities.	Complete		
School of Education	Leverage the field-based internship component of our new education minor to place U-M undergraduates in the community at large.	Create ways to track on the placements and numbers of students completing these internships.	Complete		
School of Education	Continue and enhance staff equity and inclusion initiatives.	Partner with human resources to create more dije-related professional development opportunities for staff in the SOE.	In Progress		Somewhat Complete
School of Education	Educate our community on sexual harassment and misconduct prevention in an effort to promote a safe and supportive environment for all members to work, learn, and thrive.	Support unit-level participation in mandatory training	In Progress		Just Started
School of Education	Begin to develop "Grow Your Own" programs with Ann Arbor Public Schools and Detroit Public Schools.	Work with AAPS and DPSCD to develop program plans.	In Progress		Just Started
School of Education	Begin to develop "Grow Your Own" programs with Ann Arbor Public Schools and Detroit Public Schools.	Launch the AAPS program in AY20-21	In Progress		Just Started
School of Education	Begin to develop "Grow Your Own" programs with Ann Arbor Public Schools and Detroit Public Schools.	Prepare to launch the DPSCD program in AY 21-22	In Progress		Just Started
School of Education	Carry out the terms of the Joint Operating Agreement, the design and MOU for a new urban teaching school residency with the Detroit Public Schools Community District, the Kresge Foundation, Marygrove Conservancy and Starfish Family Services	Teacher and assistant principal hiring.	In Progress		Somewhat Complete
School of Education	Carry out the terms of the Joint Operating Agreement, the design and MOU for a new urban teaching school residency with the Detroit Public Schools Community District, the Kresge Foundation, Marygrove Conservancy and Starfish Family Services	Continued curriculum development work.	In Progress		Somewhat Complete
School of Education	Carry out the terms of the Joint Operating Agreement, the design and MOU for a new urban teaching school residency with the Detroit Public Schools Community District, the Kresge Foundation, Marygrove Conservancy and Starfish Family Services	Work with U-M units to develop wraparound support services.	In Progress		Somewhat Complete















UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School of Education	Carry out the terms of the Joint Operating Agreement, the design and MOU for a new urban teaching school residency with the Detroit Public Schools Community District, the Kresge Foundation, Marygrove Conservancy and Starfish Family Services	Securing of arts programming for the school.	In Progress		Somewhat Complete
School of Public Health	Create an elected and empowered Diversity-Equity-Inclusion Committee.	Committee meets monthly.	Complete		
School of Public Health	Create an elected and empowered Diversity-Equity-Inclusion Committee.	Create a toolkit for DEI Committee members to utilize when meeting with constituency groups.	Complete		
School of Public Health	Create an elected and empowered Diversity-Equity-Inclusion Committee.	Committee conducts inventory of DEI actions occurring within departments.	Complete		
School of Public Health	Develop a system for sharing and responding to individual concerns.	Collect comments from SPH community (both anonymous and not).	Complete		
School of Public Health	Develop a system for sharing and responding to individual concerns.	Develop process for handling concerns.	Complete		
School of Public Health	Develop a system for sharing and responding to individual concerns.	Report out aggregate information on incidences within the school.	In Progress		
School of Public Health	Develop a system for sharing and responding to individual concerns.	Work with OIE to ensure proper connections to the school.	In Progress		Somewhat Complete
School of Public Health	Recruit and retain a diverse faculty.	Establish checkpoint to assess efforts to generate initial candidate applicant pool before proceeding to campus interviews.	In Progress		Somewhat Complete
School of Public Health	Recruit and retain a diverse faculty.	Evaluate past history of retention by department (5-year retrospective).	Complete		
School of Public Health	Recruit and retain a diverse faculty.	Develop exit interview process for faculty.	Not Started		
School of Public Health	Recruit and retain a diverse faculty.	Faculty focus groups regarding opportunities and challenges to improving faculty DEI climate.	In Progress		Halfway Complete
School of Public Health	Recruit and retain a diverse faculty.	Conduct faculty town hall to communicate climate survey results and prioritize the school's efforts based on feedback.	Not Started		
School of Public Health	Improve faculty's ability to teach and mentor a diverse graduate and undergraduate study body. Teaching faculty of all ranks and roles will increase their experience and skills with inclusive teaching practices, based on a professional development cycle of learning feedback, reflection and implementation.	Promotion of CRLT Inclusive Teaching Workshops.	Complete		
School of Public Health	Improve faculty's ability to teach and mentor a diverse graduate and undergraduate study body. Teaching faculty of all ranks and roles will increase their experience and skills with inclusive teaching practices, based on a professional development cycle of learning feedback, reflection and implementation.	Faculty peer reviews of inclusive teaching practices.	Complete		
School of Public Health	Improve faculty's ability to teach and mentor a diverse graduate and undergraduate study body. Teaching faculty of all ranks and roles will increase their experience and skills with inclusive teaching practices, based on a professional development cycle of learning feedback, reflection and implementation.	Develop a syllabus template that incorporate inclusive teaching principles.	Complete		















UM DEI Plan Details: Year 3







DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School of Public Health	Improve faculty's ability to teach and mentor a diverse graduate and undergraduate study body. Teaching faculty of all ranks and roles will increase their experience and skills with inclusive teaching practices, based on a professional development cycle of learning feedback, reflection and implementation.	Analyze Rackham exit survey data gathered from departments and create list of DEI issues to be addressed.	Complete		
School of Public Health	Create Continuing Professional Education (CPE) system for faculty.	Incorporate CPE category on annual merit review.	Complete		
School of Public Health	Create Continuing Professional Education (CPE) system for faculty.	Set up contacts and contracts with external providers when necessary (e.g. LEA, IDI, DISC, Racial Equity Institute, etc.).	Complete		
School of Public Health	Create Continuing Professional Education (CPE) system for faculty.	Develop 1-2 case studies per year from SPH incidents to use in faculty training.	Not Started		
School of Public Health	Recruit and retain a diverse research and administrative staff.	Require DEI language in all-staff postings.	Complete		
School of Public Health	Recruit and retain a diverse research and administrative staff.	Assess applicant pools, interview pool and yield for two key job titles to understand starting point (e.g. research area specialist intermediate, admin assist).	In Progress		Halfway Complete
School of Public Health	Recruit and retain a diverse research and administrative staff.	Monitor and verify DEI language on all-staff postings.	Complete		
School of Public Health	Recruit and retain a diverse research and administrative staff.	Develop training to orient supervisors to staff hiring toolkit.	In Progress		Somewhat Complete
School of Public Health	Recruit and retain a diverse research and administrative staff.	Require hiring supervisors to explain steps they took to attract and/or interview a diverse pool of candidates.	Not Started		
School of Public Health	Recruit and retain a diverse research and administrative staff.	Work with department admins to create strategy to increase diversity in applicant and interview pools.	In Progress		
School of Public Health	Recruit and retain a diverse research and administrative staff.	Perform an equity review of all administrative staff salaries and develop a plan to address any potential issues.	Complete		
School of Public Health	Promote an inclusive and supportive staff environment.	Establish and report out an exit interview process to understand why staff leave.	In Progress		Somewhat Complete
School of Public Health	Promote an inclusive and supportive staff environment.	Create a consistent new employee orientation across all departments for staff within the first 1-2 weeks upon their arrival.	In Progress		Somewhat Complete
School of Public Health	Promote an inclusive and supportive staff environment.	Implement department-level new staff orientations.	In Progress		
School of Public Health	Promote an inclusive and supportive staff environment.	Continue education efforts around effective supervision techniques and the new performance review process to ensure employees are: engaged with unit goals.	Complete		
School of Public Health	Promote an inclusive and supportive staff environment.	Continue education efforts around effective supervision techniques and the new performance review process to ensure employees are: setting goals in coalition with supervisor.			
School of Public Health	Promote an inclusive and supportive staff environment.	Continue education efforts around effective supervision techniques and the new performance review process to ensure employees are: receiving positive and constructive feedback that helps grow their skills and career.	Complete		
School of Public Health	Promote an inclusive and supportive staff environment.	Develop and implement on boarding welcome packet.	In Progress		Somewhat Complete

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











DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School of Public Health	Promote an inclusive and supportive staff environment.	Develop and implement DEI Orientation to orient all staff to strategic plan.	Complete		
School of Public Health	Promote an inclusive and supportive staff environment.	Communicate university-level DEI initiative updates back to staff.	Complete		
School of Public Health	Promote an inclusive and supportive staff environment.	Begin implementation of exit interview process in two departments per year.	In Progress		Somewhat Complete
School of Public Health	Promote an inclusive and supportive staff environment.	Develop grant process for staff-led DEI events.	Complete		
School of Public Health	Create Continuing Professional Education (CPE) system for staff.	Bring a menu of professional development learning opportunities to SPH and offer free of charge to departments for their staff.	Complete		
School of Public Health	Create Continuing Professional Education (CPE) system for staff.	Develop mechanism for staff to evaluate supervisors.	Not Started		
School of Public Health	Create Continuing Professional Education (CPE) system for staff.	Set up system for review of comments.	Complete		
School of Public Health	Create Continuing Professional Education (CPE) system for staff.	Market electronic comment collection to staff.	Complete		
School of Public Health	Create Continuing Professional Education (CPE) system for staff.	Develop 1–2 case studies per year from SPH incidents for use in staff training.	Not Started		
School of Public Health	Recruit and retain a diverse student body.	Hold DEI events and workshops to engage students as well as gather and analyze data on climate.	Complete		
School of Public Health	Recruit and retain a diverse student body.	Partner with Associate Dean Stephen Gay (UMMS) to recruit health science graduates through joint recruitment, including information sessions and outreach programs.	Complete		
School of Public Health	Recruit and retain a diverse student body.	Improve recruitment from existing pipeline programs, such as the SPH Summer Enrichment Program (SEP) and Future Public Health Leaders Programs (FPHLP), by giving admissions presentations to these groups.	Complete		
School of Public Health	Recruit and retain a diverse student body.	Increase pipeline program participant connections to U-M faculty and alumni during time on campus.	In Progress		Somewhat Complete
School of Public Health	Recruit and retain a diverse student body.	Begin surveying SPH PhD student funding streams to conduct equity review.	Not Started		
School of Public Health	Recruit and retain a diverse student body.	Develop mechanism for tracking applicants to the School of Public Health who participated in pipeline programs.	In Progress		Somewhat Complete
School of Public Health	Recruit and retain a diverse student body.	Train faculty to be aware of areas for inclusion during the admissions process through STRIDE workshops and other training opportunities.	In Progress		Somewhat Complete
School of Public Health	Recruit and retain a diverse student body.	Expand capacity to reach out to admitted students (e.g. email campaign to connect them with diversity-focused organizations) to illustrate our DEI commitment.	Complete		
School of Public Health	Recruit and retain a diverse student body.	Conduct student town hall to communicate climate survey results and prioritize the school's efforts based on feedback.	Complete		
School of Public Health	Recruit and retain a diverse student body.	Provide support to build DEI skills and capacity within student organizations whose missions support various forms of diversity.	Complete		
School of Public Health	Recruit and retain a diverse student body.	Develop rapid response mechanism for addressing campus climate incidences.	Not Started		

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


DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School of Public Health	Recruit and retain a diverse student body.	Work with Rackham and SPH student groups to address PhD student DEI concerns in exit surveys.	Complete		
School of Public Health	Recruit and retain a diverse student body.	Provide workshops, such as Change It Up (bystander intervention), to empower students to identify and address issues of bias, discrimination and microaggressions.	Complete		
School of Public Health	Recruit and retain a diverse student body.	Expand capacity of scholarships and endowments to recruit a diverse student body.	Complete		
School of Public Health	Improve student-student interactions in the classroom.	Develop grant process for student-led DEI events.	Complete		
School of Public Health	Recruit and retain a diverse student body.	Review graduate program admission requirements.	In Progress		Somewhat Complete
School of Public Health	Improve student-student interactions in the classroom.	Bring Center for Research on Learning and Teaching workshop on faculty handling of student-student bias in classrooms to SPH-wide faculty meeting.	Complete		
School of Public Health	Improve student-student interactions in the classroom.	Set up a mechanism/process for reporting and addressing issues of bias, discrimination and microaggressions that are transparent and accessible to all students.	Complete		
School of Public Health	Improve student-student interactions in the classroom.	Develop professional guidelines and teamwork expectations for all SPH students.	Not Started		
School of Public Health	Improve student-student interactions in the classroom.	OSEP to continually partner with student organizations for inclusive programming for entire student body.	Complete		
School of Public Health	Increase students' understanding of the role of diversity by incorporating ASPPH diversity and inclusion competencies into our classes.	Faculty work to identify how ASPPH competencies are, or can be, met in their classes.			
School of Public Health	Increase students' understanding of the role of diversity by incorporating ASPPH diversity and inclusion competencies into our classes.	Faculty list ASPPH DEI competencies on course syllabi.			
School of Public Health	Increase students' understanding of the role of diversity by incorporating ASPPH diversity and inclusion competencies into our classes.	Course syllabi evaluated for ASPPH competencies.			
Stamps School of Art & Design	Identify and attract top faculty from diverse backgrounds. Increase the number of diverse tenured/tenure-track faculty in the school. Increase the number of tenure and tenure-track faculty targeting areas related to diversity, equity and inclusion in art and design, with demonstrated professional and education leadership and creative work record related to social and climate justice, creative citizenship, community engagement, public advocacy, civil rights, etc. .	Continue to review the faculty interviewee list throughout the process.			
Stamps School of Art & Design	Identify and attract top faculty from diverse backgrounds. Increase the number of diverse tenured/tenure-track faculty in the school. Increase the number of tenure and tenure-track faculty targeting areas related to diversity, equity and inclusion in art and design, with demonstrated professional and education leadership and creative work record related to social and climate justice, creative citizenship, community engagement, public advocacy, civil rights, etc. .	Increase participation in the various professional graduate student organizations, e.g., AIGA, IDSA, SEGD, etc.			

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Stamps School of Art & Design	Identify and attract top faculty from diverse backgrounds. Increase the number of diverse tenured/tenure-track faculty in the school. Increase the number of tenure and tenure-track faculty targeting areas related to diversity, equity and inclusion in art and design, with demonstrated professional and education leadership and creative work record related to social and climate justice, creative citizenship, community engagement, public advocacy, civil rights, etc. .	Recruit through professional societies, e.g., CAA, AIGA, IDSA, SEGD, SIGGRAPH, etc.			
Stamps School of Art & Design	Identify and attract top faculty from diverse backgrounds. Increase the number of diverse tenured/tenure-track faculty in the school. Increase the number of tenure and tenure-track faculty targeting areas related to diversity, equity and inclusion in art and design, with demonstrated professional and education leadership and creative work record related to social and climate justice, creative citizenship, community engagement, public advocacy, civil rights, etc. .	Encourage and promote diverse applicant pool.			
Stamps School of Art & Design	Identify and attract top faculty from diverse backgrounds. Increase the number of diverse tenured/tenure-track faculty in the school. Increase the number of tenure and tenure-track faculty targeting areas related to diversity, equity and inclusion in art and design, with demonstrated professional and education leadership and creative work record related to social and climate justice, creative citizenship, community engagement, public advocacy, civil rights, etc. .	Create flexibility in number of offers for competitive qualified candidates.			
Stamps School of Art & Design	Identify and attract top faculty from diverse backgrounds. Increase the number of diverse tenured/tenure-track faculty in the school. Increase the number of tenure and tenure-track faculty targeting areas related to diversity, equity and inclusion in art and design, with demonstrated professional and education leadership and creative work record related to social and climate justice, creative citizenship, community engagement, public advocacy, civil rights, etc. .	Strengthen collegial relationships to identify potential candidates.			
Stamps School of Art & Design	Identify and attract top faculty from diverse backgrounds. Increase the number of diverse tenured/tenure-track faculty in the school. Increase the number of tenure and tenure-track faculty targeting areas related to diversity, equity and inclusion in art and design, with demonstrated professional and education leadership and creative work record related to social and climate justice, creative citizenship, community engagement, public advocacy, civil rights, etc. .	Utilize established visiting artists and designers programs, e.g. Witt Faculty Fellowships, Stamps Lecture Series, to help identify and invite a broadly diverse pool of established artists/designers.			
Stamps School of Art & Design	Identify and attract top faculty from diverse backgrounds. Increase the number of diverse tenured/tenure-track faculty in the school. Increase the number of tenure and tenure-track faculty targeting areas related to diversity, equity and inclusion in art and design, with demonstrated professional and education leadership and creative work record related to social and climate justice, creative citizenship, community engagement, public advocacy, civil rights, etc. .	Mentoring at all levels of institutional engagement (professional development, teaching, service).			
















UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Stamps School of Art & Design	Create an inclusive environment in which all faculty can thrive with a commitment to diversity.	Develop formal mentoring programs for junior faculty.	Complete		
Stamps School of Art & Design	Create an inclusive environment in which all faculty can thrive with a commitment to diversity.	Provide written mentoring policy to guide faculty.	Complete		
Stamps School of Art & Design	Create an inclusive environment in which all faculty can thrive with a commitment to diversity.	Promote and encourage informal networks.	Complete		
Stamps School of Art & Design	Create an inclusive environment in which all faculty can thrive with a commitment to diversity.	Provide CRLT Workshop on Inclusive Teaching as a Professional Development Opportunity for all faculty.	Complete		
Stamps School of Art & Design	Assessment of Faculty Evaluations.	Monitor bias in faculty evaluations that are administered by Executive Committee and students.	Complete		
Stamps School of Art & Design	Assessment of Faculty Evaluations.	Identify and rectify bias, if any, in faculty evaluations that are administered by Executive Committee and students.	Complete		
Stamps School of Art & Design	Assessment of Faculty Evaluations.	Provide fair, equitable and transparent re-evaluations and recourse.	Complete		
Stamps School of Art & Design	Build diverse pipeline of potential applicants to attract a diverse applicant pool.	Identify new high schools across the country with diverse populations and strong art/design programs and build partnerships with them.	Complete		
Stamps School of Art & Design	Build diverse pipeline of potential applicants to attract a diverse applicant pool.	Establish articulation agreements with two diverse area community colleges to increase the number of students transferring from those institutions.	Complete		
Stamps School of Art & Design	Build diverse pipeline of potential applicants to attract a diverse applicant pool.	Offer portfolio and application workshops in locations with diverse populations.	Complete		
Stamps School of Art & Design	Build diverse pipeline of potential applicants to attract a diverse applicant pool.	Identify new avenues for finding and communicating with younger high school students to promote the School and, ideally, increase diversity of applicant pool both for pre-college and the undergraduate programs.	Complete		
Stamps School of Art & Design	Increase matriculation and retention of URM undergraduates year over year.	Continue on the success of last year's efforts which resulted in increase in URM applicants by 33% year-over-year for Fall 2018.	Complete		
Stamps School of Art & Design	Increase matriculation and retention of URM undergraduates year over year.	Help new students connect with established diverse communities on campus.	Complete		
Stamps School of Art & Design	Increase matriculation and retention of URM undergraduates year over year.	Incorporate DEI principles in marketing materials to all applicants and admits.	Complete		
Stamps School of Art & Design	Increase matriculation and retention of URM undergraduates year over year.	Consider commitment to diversity in the admissions and scholarship processes.	Complete		
Stamps School of Art & Design	Increase matriculation and retention of URM undergraduates year over year.	Offer up to four travel grants to admitted students with high need to be able to come visit campus.	Complete		
Stamps School of Art & Design	Increase matriculation and retention of URM undergraduates year over year.	Foster efforts from groups interested in diverse populations, such as Stamps in Color.	Complete		
Stamps School of Art & Design	Increase matriculation and retention of URM undergraduates year over year.	Implement mentorship program for students at risk (peer to peer, faculty mentor, academic coaching/advising).	Complete		
Stamps School of Art & Design	Increase matriculation and retention of URM undergraduates year over year.	Address students' needs as identified on climate survey.	Complete		
Stamps School of Art & Design	Create an inclusive climate in which all students can thrive, and where diversity, equity and inclusion are valued.	Inclusion of DEI principles in all Stamps classes.	Complete		
Stamps School of Art & Design	Create an inclusive climate in which all students can thrive, and where diversity, equity and inclusion are valued.	Offer Sensitivity/Inclusivity Workshops to all students.	Complete		
















UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Stamps School of Art & Design	Create an inclusive climate in which all students can thrive, and where diversity, equity and inclusion are valued.	Provide opportunity for interaction with a diverse set of mentors (advisors, faculty, alumni, art/design leaders).	Complete		
Stamps School of Art & Design	Attract, recruit and maintain staff from diverse backgrounds in an inclusive environment.	Increase and broaden schoolwide efforts to emphasize and raise awareness about the value of diversity, equity and inclusion in the workplace.	Complete		
Stamps School of Art & Design	Attract, recruit and maintain staff from diverse backgrounds in an inclusive environment.	Casting a wide net for recruiting efforts in diverse publications.	Complete		
Stamps School of Art & Design	Attract, recruit and maintain staff from diverse backgrounds in an inclusive environment.	Partnering with U-M Central HR diversity recruitment initiative.	Complete		
Stamps School of Art & Design	Attract, recruit and maintain staff from diverse backgrounds in an inclusive environment.	Create the expectation that managers and supervisors will participate in DEI education and provide them the departmental and university support need to be accountable for outcomes in their units.	Complete		
Stamps School of Art & Design	Attract, recruit and maintain staff from diverse backgrounds in an inclusive environment.	Aligning the short-term and long-term diversity, equity and inclusion goals set forth in this plan as part of the yearly performance goal setting exercise for all staff (not just managers and supervisors).	Complete		
Stamps School of Art & Design	Attract, recruit and maintain staff from diverse backgrounds in an inclusive environment.	Provide a confidential venue to offer assistance to staff to voice their concerns and suggest remedial action by subject-matter experts from the Office for Institutional Equity and Human Resources.	Complete		
Stamps School of Art & Design	Create an environment that fosters cross-cultural engagement and understanding.	Conduct focus groups with outside facilitators where helpful.	Complete		
Stamps School of Art & Design	Create an environment that fosters cross-cultural engagement and understanding.	Build an environment of trust, respect and engagement by continuing staff involvement group initiatives.	Complete		
Stamps School of Art & Design	Create an environment that fosters cross-cultural engagement and understanding.	Coordinate existing diversity-focused websites to include access to information/tools/resources to allow a variety of options for staff members to self-manage their individual needs to increase awareness levels and develop an effective skill set that supports their ability to demonstrate their importance of diversity, equity and inclusion in the workplace.	Complete		
Stamps School of Art & Design	Create an environment that fosters cross-cultural engagement and understanding.	Provide resources to help managers handle any ensuing conflict as change progresses.	Complete		
Stamps School of Art & Design	Improve diversity awareness and equity sensitivity among faculty in the classroom.	Conduct CRLT workshops on Inclusive Teaching goals and outcomes open to all faculty, lecturers and graduate students at Stamps: Fall 2018 and Winter 2019.	Complete		
Stamps School of Art & Design	Create an environment that uses diversity as a lever to foster innovation and creativity.	Support and prepare managers with the skills needed to discuss diversity, equity and inclusion in their departments.	Complete		
Stamps School of Art & Design	Create an environment that uses diversity as a lever to foster innovation and creativity.	Create a program of incentives and recognition for all staff and supervisors for taking initiatives to promote innovation and come up with creative solutions in their work processes.	Complete		
Stamps School of Art & Design	Create an environment that uses diversity as a lever to foster innovation and creativity.	Create opportunities for cross-cultural participation and inclusion in staff committees to benefit from diverse opinions brought to the table for discussion.	Complete		
Stamps School of Art & Design	Improve diversity awareness and equity sensitivity among faculty in the classroom.	Develop and incentivize faculty advising mechanisms for first-year students.	Complete		
Stamps School of Art & Design	Improve diversity awareness and equity sensitivity among faculty in the classroom.	Develop and test an education module pilot on inclusive teaching goals and outcomes for Stamps Studio Courses on eight Stamps faculty (at least two of whom would be lecturers).	Complete		



















UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Stamps School of Art & Design	Improve diversity awareness and equity sensitivity among faculty in the classroom.	Develop classroom feedback mechanism that includes relevant language in Student Evaluation questions.	Complete		
Stamps School of Art & Design	Improve diversity awareness and equity sensitivity among faculty in the classroom.	Encourage and incentivize midterm evaluations focused on DEI-sensitive teaching.	Not Started		
Stamps School of Art & Design	Improve diversity awareness and equity sensitivity among faculty in the classroom.	Get feedback on best practices in teaching peer-review for potential replication at Stamps.	Complete		
Stamps School of Art & Design	Make Inclusive Teaching Skills Part of Faculty Accountability.	Create a working group comprising faculty, lecturers and graduate students to work with faculty council and administration on identifying best practices for implementation at Stamps to make Inclusive Teaching Skills part of faculty's teaching accountability in annual evaluation, tenure and promotion processes.	Complete		
Stamps School of Art & Design	Make Inclusive Teaching Skills Part of Faculty Accountability.	Present their findings to faculty council and administration by the end of FY2019.	Complete		
Stamps School of Art & Design	Make Inclusive Teaching Skills Part of Faculty Accountability.	Evaluations - Annual reviews, Promotion and Tenure process, Lecturer reviews, staff reviews, faculty reviews, climate survey trends, SRT evaluation questions and responses.	Complete		
Stamps School of Art & Design	Make Inclusive Teaching Skills Part of Faculty Accountability.	Curriculum development.	Complete		
Stamps School of Art & Design	Increase Offering of Studio and Academic Courses Offered by Stamps Explicitly Targeting Diversity Issues in the Fields of Art and Design.	Include in Budget Proposal a request for Senior Faculty Hire targeting areas related to diversity, equity and inclusion in art and design, with demonstrated professional and education leadership and creative work record related to social and climate justice, creative citizenship, community engagement, public advocacy, civil rights, etc.	Not Started		
Stamps School of Art & Design	Create an inclusive climate in which all members of Stamps community can thrive and strive for excellence.	Communications and marketing campaign that integrates diversity as a core value of Stamps School both internally and externally.	Complete		
Stamps School of Art & Design	Increase Offering of Studio and Academic Courses Offered by Stamps Explicitly Targeting Diversity Issues in the Fields of Art and Design.	Include in Budget Proposal a request for existing faculty Stamps-originated grants to work on existing and new courses to increase diversity-related content and equity-aware assignments in their syllabi.	Complete		
Stamps School of Art & Design	Increase Offering of Studio and Academic Courses Offered by Stamps Explicitly Targeting Diversity Issues in the Fields of Art and Design.	Identify volunteers among faculty and provide incentives to develop and teach such courses.	Complete		
Stamps School of Art & Design	Increase Offering of Studio and Academic Courses Offered by Stamps Explicitly Targeting Diversity Issues in the Fields of Art and Design.	Grants for DEI curriculum development & community engagement.	Complete		
Stamps School of Art & Design	Create an inclusive climate in which all members of Stamps community can thrive and strive for excellence.	Branding of Stamps as a school that reflects diversity of trends, perspectives and makers within the professional world of art and design; where it is demonstrated across the curriculum (on all levels, from the foundation year to the IP; in Witt Residency Program; in the Stamps Lecture Series, and in research and creative practice by the faculty.	Complete		
Stamps School of Art & Design	Create an equitable and diverse Stamps community on all employment levels—administration, tenured and tenure-track faculty, lecturers, studio coordinators.	Communications and marketing campaign that integrates diversity as a core value of Stamps School both internally and externally.	Complete		
Stamps School of Art & Design	Create an equitable and diverse Stamps community on all employment levels—administration, tenured and tenure-track faculty, lecturers, studio coordinators.	Provide faculty with an anonymous year-end report on students' experiences of discrimination at Stamps by soliciting feedback from advisors, students, staff and other faculty.	Complete		
















UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Stamps School of Art & Design	Create an equitable and diverse Stamps community on all employment levels—administration, tenured and tenure-track faculty, lecturers, studio coordinators.	Branding of Stamps as a school that reflects diversity of trends, perspectives and makers within the professional world of art and design; where it is demonstrated across the curriculum (on all levels, from the foundation year to the IP course in the senior year; in Witt Residency Program; in the Stamps Lecture Series and in research and creative practice by the faculty.	Complete		
Stamps School of Art & Design	Create an equitable and diverse Stamps community on all employment levels—administration, tenured and tenure-track faculty, lecturers, studio coordinators.	Yearly climate surveys of staff and faculty for the next five years.	Complete		
Stamps School of Art & Design	Create an equitable and diverse Stamps community on all employment levels—administration, tenured and tenure-track faculty, lecturers, studio coordinators.	Setting up structures for expressing climate-related concerns, regular (once a semester at least) open forums, guest speakers targeting issues of equity and inclusion in art and design careers, integration of Stamps with other climate-driven initiatives at the university; collaboration with North Campus schools on issues related to DEI.	Complete		
Stamps School of Art & Design	Create an inclusive climate in which all students can thrive.	Develop student survey to assess school climate for undergraduate students.	Complete		
Stamps School of Art & Design	Create an inclusive climate in which all students can thrive.	DEI-related curricular initiatives (discussions/projects in intersections, engagement course offerings, IP/BA Capstone).	Complete		
Stamps School of Art & Design	Create an inclusive climate in which all students can thrive.	Add specific questions to course evaluations to track student perceptions of DEI in classroom climate.	Complete		
Stamps School of Art & Design	Provide opportunities to increase cross-cultural interactions and develop intercultural competency.	Work with student organizations like Stamps in Color and Art & Design Collective to meet the needs of their members and encourage/promote the continued development student org DEI initiatives.	Complete		
Stamps School of Art & Design	Provide opportunities to increase cross-cultural interactions and develop intercultural competency.	Develop faculty- or staff-led DEI-related “Wonderful Wednesday” sessions for students.	Complete		
Stamps School of Art & Design	Improve undergraduate experience for first-generation and URM students.	Seek input about issues affecting current first-gen and URM students on school climate through discussion and focus group.	Complete		
Stamps School of Art & Design	Improve undergraduate experience for first-generation and URM students.	Develop advising/faculty mentorship program for first-gen and URM students.	Complete		
Stamps School of Art & Design	Increase cultural awareness of different cultural groups and identities among Stamps School staff.	Conduct five Brown Bag education sessions for staff.	Complete		
Stamps School of Art & Design	Increase cultural awareness of different cultural groups and identities among Stamps School staff.	Create an expectation that staff participate in diversity, equity and inclusion education and experiences by providing them —both access to opportunities and release time to participate.	Complete		
Stamps School of Art & Design	Increase cultural awareness of different cultural groups and identities among Stamps School staff.	Provide multiple opportunities from which individuals may choose, while creating a clear understanding that competence is expected for all Stamps School staff. The U-M CFO’s organization, the Business and Finance Diversity Passport program that requires all B&F managers and supervisors to participate is a good example of this strategy.	Complete		
Stamps School of Art & Design	Improve accessibility of online and printed resources at Stamps, focusing on admissions, alumni relations and Stamps exhibitions.	Conduct ADA review of all websites, web resources and printed materials at Stamps, as well as exhibition practices.	Complete		
Stamps School of Art & Design	Improve accessibility of online and printed resources at Stamps, focusing on admissions, alumni relations and Stamps exhibitions.	Work with ADA and Stamps Director of Facilities to develop a workshop for Stamps faculty and staff related to accessibility and post materials online.	Complete		













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DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Stamps School of Art & Design	Position Diversity, Equity and Inclusion as core values of Stamps School, part of our strategic plan on our website and other materials.	Communications staff and development staff training on DEI service objective and resources provided for implementation (a new staff member focused on DEI who will coordinate this objective).	Complete		
Stamps School of Art & Design	Improve access to face-to-face resources for prospective students and parents.	Expand offerings of workshops and Stamps information sessions/portfolio reviews in areas with highly diverse populations.	Complete		
Stamps School of Art & Design	Improve access to face-to-face resources for prospective students and parents.	Offer travel grants for admitted students to visit Stamps.	Complete		
Stamps School of Art & Design	Improve access to face-to-face resources for prospective students and parents.	Increase the number of scholarship and travel grants to attend pre-college programs.	Complete		
Stamps School of Art & Design	Improve accessibility of DEI resources for current students, including online resources, advisors, and facilities.	Provide a wide variety of advisors (peer advisors, academic advisors, faculty advisors, CAPS counselor) with varied availability to address students' needs.	Complete		
Stamps School of Art & Design	Improve access to face-to-face resources for prospective students and parents.	Conduct best practice research on best approaches for counseling prospective students and parents (including underrepresented minorities, first generation and low SES students).	Complete		
Stamps School of Art & Design	Improve access to face-to-face resources for prospective students and parents.	Dedicated outreach (mail, phone) to parents of URM admitted students.	Complete		
Stamps School of Art & Design	Improve accessibility of DEI resources for current students, including online resources, advisors, and facilities.	Ensure that students have adequate access to facilities/studios outside of class, including those needing monitors to be present.	Complete		
Stamps School of Art & Design	Improve accessibility of DEI resources for current students, including online resources, advisors, and facilities.	Offer faculty or staff advisors for student organizations.	Complete		
Stamps School of Art & Design	Improve accessibility of DEI resources for current students, including online resources, advisors, and facilities.	Maintain an emergency fund to help with students' financial emergencies.	Complete		
School of Social Work	Increase the diversity of students from underrepresented groups, including racial and ethnic minorities, people with disabilities and diverse sexual identities and gender expressions.	Increase number of diverse locations for recruitment.	Complete		
School of Social Work	Increase the diversity of students from underrepresented groups, including racial and ethnic minorities, people with disabilities and diverse sexual identities and gender expressions.	Create preferred admissions status with Flint and Dearborn undergraduate social work programs.	Complete		
School of Social Work	Increase the diversity of students from underrepresented groups, including racial and ethnic minorities, people with disabilities and diverse sexual identities and gender expressions.	Office of Student Services staff to increase its presence in Detroit.	Complete		
School of Social Work	Increase the diversity of students from underrepresented groups, including racial and ethnic minorities, people with disabilities and diverse sexual identities and gender expressions.	Continue to work with Dearborn and begin to work with Flint in creating access programs to the MSW degree.	Complete		
School of Social Work	Increase the diversity of students from underrepresented groups, including racial and ethnic minorities, people with disabilities and diverse sexual identities and gender expressions.	Explore methods for identifying and tracking admissions and retention of students with disabilities and LGBTQIA+ identities.	Complete		
School of Social Work	Ensure consistent support for successful learning experiences.	Increase the overall amount of financial assistance.	Complete		
School of Social Work	Ensure consistent support for successful learning experiences.	Increase the number of students who receive financial assistance.	Complete		
School of Social Work	Ensure consistent support for successful learning experiences.	Increase the number of programs available to support all students academically and psychologically.	Complete		












UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School of Social Work	Ensure consistent support for successful learning experiences.	Study the feasibility, including costs, for expanded student supports such as increasing emergency funding, support for caregivers such as child care, student networks for finding roommates, housing, ride-sharing and other resource sharing.	Complete		
School of Social Work	Ensure consistent support for successful learning experiences.	Explore methods for identifying and tracking admissions and retention of students with disabilities and LGBTQIA+ identities.	Complete		
School of Social Work	Increase the diversity of staff from underrepresented groups, including racial and ethnic minorities, people with disabilities and diverse sexual identities and gender expressions.	Increased transparency in hiring and recruitment by, for example, posting all new staff positions on a page on the School of Social Work website.	In Progress		Halfway Complete
School of Social Work	Increase the diversity of staff from underrepresented groups, including racial and ethnic minorities, people with disabilities and diverse sexual identities and gender expressions.	Human Resource Administrators will provide quarterly reports to the School's leadership on: number and location of positions posted.	Complete		
School of Social Work	Increase the diversity of staff from underrepresented groups, including racial and ethnic minorities, people with disabilities and diverse sexual identities and gender expressions.	Human Resource Administrators will provide quarterly reports to the School's leadership on: number of internal and external applicants.	Complete		
School of Social Work	Increase the diversity of staff from underrepresented groups, including racial and ethnic minorities, people with disabilities and diverse sexual identities and gender expressions.	Human Resource Administrators will provide quarterly reports to the School's leadership on: number of internal and external interviews.	Complete		
School of Social Work	Increase the diversity of staff from underrepresented groups, including racial and ethnic minorities, people with disabilities and diverse sexual identities and gender expressions.	Human Resource Administrators will provide quarterly reports to the School's leadership on: number of hires or promotions.	Complete		
School of Social Work	Increase the diversity of staff from underrepresented groups, including racial and ethnic minorities, people with disabilities and diverse sexual identities and gender expressions.	Human Resource Administrators will provide quarterly reports to the School's leadership on: number of internal applicants that did not receive the position but instead received career counseling.	Complete		
School of Social Work	Ensure consistent support for supportive career development and professionally rewarding work experiences.	Offer diversity, equity and inclusion skill development for a "Lunch and Learn" series.	Complete		
School of Social Work	Increase the diversity of staff from underrepresented groups, including racial and ethnic minorities, people with disabilities and diverse sexual identities and gender expressions.	Explore methods for identifying and tracking recruitment and hiring of staff with disabilities and LGBTQIA+ identities.	In Progress		Just Started
School of Social Work	Increase the diversity of staff from underrepresented groups, including racial and ethnic minorities, people with disabilities and diverse sexual identities and gender expressions.	Study how we have successfully hired staff from underrepresented groups, including racial and ethnic minorities, people with disabilities and LGBT identities.	In Progress		Halfway Complete
School of Social Work	Ensure consistent support for supportive career development and professionally rewarding work experiences.	Identify additional ways of communication to inform all staff of career development opportunities.	Complete		
School of Social Work	Ensure consistent support for supportive career development and professionally rewarding work experiences.	Highlight the schedule of staff professional development opportunities each year and address any barriers to participation.	Complete		
School of Social Work	Ensure consistent support for supportive career development and professionally rewarding work experiences.	Reward diversity, equity and inclusion leadership among staff.	In Progress		Just Started
School of Social Work	Increase DEI focus of offices dealing with outside communities, including: Curtis Center Program Evaluation Group, Office of Global Activities, Continuing Education Program, Community Action and Social Change (social work minor).	Assess the degree to which these offices' programs contribute to the DEI plan objectives.	Complete		















UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School of Social Work	Increase DEI focus of offices dealing with outside communities, including: Curtis Center Program Evaluation Group, Office of Global Activities, Continuing Education Program, Community Action and Social Change (social work minor).	Consult with office directors and staff to strengthen DEI-focused activities.	Complete		
School of Social Work	Increase DEI focus of offices dealing with outside communities, including: Curtis Center Program Evaluation Group, Office of Global Activities, Continuing Education Program, Community Action and Social Change (social work minor).	Integrate DEI goals into each offices' annual plan.	Complete		
School of Social Work	Increase the diversity of faculty from underrepresented groups, including racial and ethnic minorities, people with disabilities and diverse sexual identities and gender expressions (LGBTQIA+ - Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Asexual and others not included in the acronym).	The Faculty Search and Executive Committees will identify specific efforts to increase diversity that will be included in every faculty search or new appointment. These specific efforts will be distributed in writing to every faculty member, but specifically to members of the Search Committee.	Complete		
School of Social Work	Increase the diversity of faculty from underrepresented groups, including racial and ethnic minorities, people with disabilities and diverse sexual identities and gender expressions (LGBTQIA+ - Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Asexual and others not included in the acronym).	Require all new faculty searches to include documentation of efforts to reach diverse candidates as part of the search process.	Complete		
School of Social Work	Increase the diversity of faculty from underrepresented groups, including racial and ethnic minorities, people with disabilities and diverse sexual identities and gender expressions (LGBTQIA+ - Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Asexual and others not included in the acronym).	Rate all job applicants and candidates on their demonstrated commitment to DEI principles, as reflected in their research, teaching or service.	Complete		
School of Social Work	Increase the diversity of faculty from underrepresented groups, including racial and ethnic minorities, people with disabilities and diverse sexual identities and gender expressions (LGBTQIA+ - Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Asexual and others not included in the acronym).	Designate a member of the search committee as a diversity champion on each faculty search committee who is empowered to and responsible for encouraging outreach and awareness of diversity, equity and inclusion issues in the search process.	Complete		
School of Social Work	Increase the diversity of faculty from underrepresented groups, including racial and ethnic minorities, people with disabilities and diverse sexual identities and gender expressions (LGBTQIA+ - Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Asexual and others not included in the acronym).	Identify professional associations, networks and individuals who may include or reach underrepresented scholars and assure that they receive any new faculty posting.	Complete		
School of Social Work	Increase the diversity of faculty from underrepresented groups, including racial and ethnic minorities, people with disabilities and diverse sexual identities and gender expressions (LGBTQIA+ - Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Asexual and others not included in the acronym).	All members of the search committee should participate in ADVANCE training for faculty search committee members.	Complete		
School of Social Work	Ensure consistent support for career development of all junior faculty.	Strengthen mentoring program(s) presently in existence for all junior faculty.	Complete		
School of Social Work	Ensure consistent support for career development of all junior faculty.	Continue to develop faculty understanding of tenure and promotion system.	Complete		
School of Social Work	Ensure consistent support for career development of all junior faculty.	Provide support for faculty promotion and tenure including participation in the Faculty Success Program (FSP) through the National Center for Faculty Development & Diversity (NCFDD).	Complete		
School of Social Work	Ensure consistent support for career development of all junior faculty.	Ensure that faculty have a clear understanding of the promotion and tenure process and requirements.	Complete		



















UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School of Social Work	Increase the diversity of LEO faculty from underrepresented groups, including racial and ethnic minorities, people with disabilities and diverse sexual identities, and gender expressions (LGBTQIA+ - Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Asexual and others not included in the acronym).	The Associate Dean for Educational Program will identify professional networks to alert more diverse groups to job opportunities and diversify applicant pools.	Complete		
School of Social Work	Increase the diversity of LEO faculty from underrepresented groups, including racial and ethnic minorities, people with disabilities and diverse sexual identities, and gender expressions (LGBTQIA+ - Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Asexual and others not included in the acronym).	Proactively create a diverse pool of potential LEO faculty from which new LEO appointments can be made by linking to professional networks that include diverse social workers.	Complete		
School of Social Work	Improve upon hiring and promotion practices to attract, retain, reward and inspire LEO and Governing faculty to continually hone their ability to facilitate transformational learning via inclusive teaching methods.	During hiring searches prioritize facilitation and inclusive teaching skills that engage and contribute to conversations about diversity, equity and inclusion.	Complete		
School of Social Work	Improve upon hiring and promotion practices to attract, retain, reward and inspire LEO and Governing faculty to continually hone their ability to facilitate transformational learning via inclusive teaching methods.	Develop, deliver and measure outcomes of professional development on effectively facilitating transformative conversations.	In Progress		Halfway Complete
School of Social Work	Improve upon hiring and promotion practices to attract, retain, reward and inspire LEO and Governing faculty to continually hone their ability to facilitate transformational learning via inclusive teaching methods.	Consider including "facilitating transformative conversations" question in all course evaluations.	Complete		
School of Social Work	Improve upon hiring and promotion practices to attract, retain, reward and inspire LEO and Governing faculty to continually hone their ability to facilitate transformational learning via inclusive teaching methods.	Add facilitating transformative conversations to faculty handbook teaching criteria for annual, 3rd year, promotions and tenure reviews for LEO, Clinical and Tenure Track and Tenured Faculty.	Complete		
School of Social Work	Improve upon hiring and promotion practices to attract, retain, reward and inspire LEO and Governing faculty to continually hone their ability to facilitate transformational learning via inclusive teaching methods.	Provide schedule of Professional/Faculty Development topics at beginning of year (with opportunity for suggestions to be added on rolling basis).	Complete		
School of Social Work	Improve upon hiring and promotion practices to attract, retain, reward and inspire LEO and Governing faculty to continually hone their ability to facilitate transformational learning via inclusive teaching methods.	Provide ongoing training for faculty above and beyond onboarding orientation to effectively model engaging and transformative conversations that utilize inclusive teaching methods.	Complete		
School of Social Work	Improve upon hiring and promotion practices to attract, retain, reward and inspire LEO and Governing faculty to continually hone their ability to facilitate transformational learning via inclusive teaching methods.	Provide incentives for undertaking training that matters to faculty.	In Progress		Somewhat Complete
School of Social Work	Improve upon hiring and promotion practices to attract, retain, reward and inspire LEO and Governing faculty to continually hone their ability to facilitate transformational learning via inclusive teaching methods.	Provide clear expectations for attention and contribution to diversity, engagement and inclusion goals, as evidenced by research/scholarship, teaching and/or service activities, in promotion and tenure reviews and in annual reviews.	Complete		
School of Social Work	Improve upon hiring and promotion practices to attract, retain, reward and inspire LEO and Governing faculty to continually hone their ability to facilitate transformational learning via inclusive teaching methods.	Add contributions to diversity, equity and inclusion, as evidenced by research/scholarship, teaching and/or service activities, to annual review of all full- and part-time faculty.	Complete		

UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School of Social Work	Improve upon hiring and promotion practices to attract, retain, reward and inspire LEO and Governing faculty to continually hone their ability to facilitate transformational learning via inclusive teaching methods.	Reward diversity, equity and inclusion leadership among students, staff and faculty.	In Progress		Just Started
School of Social Work	Improve upon hiring and promotion practices to attract, retain, reward and inspire LEO and Governing faculty to continually hone their ability to facilitate transformational learning via inclusive teaching methods.	Support faculty scholarship on diversity-, equity- and inclusion-related topics through seed funding.	In Progress		Halfway Complete
School of Social Work	Students will gain greater skill and ability to participate, lead and respond in transformational conversations.	Increase the number of formalized procedures for students to address concerns with an emphasis on the identification of solutions.	Complete		
School of Social Work	Provide more holistic student support.	Ensure that students are aware of support for caregivers and student parents.	In Progress		Somewhat Complete
School of Social Work	Students will gain greater skill and ability to participate, lead and respond in transformational conversations.	Increase student opportunities to share their voices/concerns with faculty at faculty meetings.	In Progress		Halfway Complete
School of Social Work	Students will gain greater skill and ability to participate, lead and respond in transformational conversations.	Continue to ensure that SEED (part of our student orientation) activities help students and faculty strengthen their skills at holding transformational conversations.	Complete		
School of Social Work	Provide more holistic student support.	More emergency funding is made available.	In Progress		Somewhat Complete
School of Social Work	Provide more holistic student support.	Create a resource similar to the roommate finder where students can collaborate with other students interested in ride sharing, childcare sharing, etc.	In Progress		Somewhat Complete
School of Social Work	Provide more holistic student support.	More innovative ways of teaching will be developed via digital learning or with other resources.	Complete		
School of Social Work	Staff will have expanded opportunities to participate and engage in career development activities in general and particularly in discussions about Privilege, Oppression, Diversity and Social Justice (PODS) to understand the application and implications of PODS within the school and the curriculum.	There will be regular, accessible, structured opportunities to engage outside of the classroom around current events that staff have uniform access to.	Complete		
School of Social Work	Staff will have expanded opportunities to participate and engage in career development activities in general and particularly in discussions about Privilege, Oppression, Diversity and Social Justice (PODS) to understand the application and implications of PODS within the school and the curriculum.	There will be clarity in the types of events that staff are invited to and if they have permission to attend if the events, or discussion groups, happen during the workday.	Complete		
School of Social Work	Staff will have expanded opportunities to participate and engage in career development activities in general and particularly in discussions about Privilege, Oppression, Diversity and Social Justice (PODS) to understand the application and implications of PODS within the school and the curriculum.	Have an annual all-staff retreat.	Not Started		
School of Social Work	Faculty will acquire greater skill and ability to participate, lead and respond to facilitate transformational learning via inclusive teaching methods.	Maintain or increase the number of faculty development activities devoted to acquiring inclusive teaching for transformational learning.	Complete		
School of Social Work	Faculty will acquire greater skill and ability to participate, lead and respond to facilitate transformational learning via inclusive teaching methods.	Provide rewards that are part of annual review process that are tangible and of value to faculty, e.g.: "Excellence in Facilitating Transformative Conversations Award.	Not Started		



















UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School of Social Work	Faculty will acquire greater skill and ability to participate, lead and respond to facilitate transformational learning via inclusive teaching methods.	Offer continuing education units for all faculty development activities.	Complete		
School of Social Work	Provide more consistent and supportive faculty advising.	Increased number of faculty who meet with their advisees at least once a semester.	Complete		
School of Social Work	Provide more consistent and supportive faculty advising.	Provide faculty training to strengthen student advisement.	Complete		
School of Social Work	Create accountability mechanisms that support inclusive participation. (Students)	Increase awareness of the Bias Response Team (BRT), the U-M Ombudsman, and the Office of Student Conflict Resolution at U-M to address expressions of bias.	In Progress		Halfway Complete
School of Social Work	Create accountability mechanisms that support inclusive participation. (Students)	Increase awareness of what the SSW Student Union Ombudsperson does, what that role entails.	In Progress		Halfway Complete
School of Social Work	Students will develop greater skill and ability to participate, lead and respond in transformational conversations.	Consider adding a question about Transformative Conversations and/or related issues on course evaluations.	Complete		
School of Social Work	Create accountability mechanisms that support inclusive participation. (Students)	Explore the potential of a restorative justice practice approach to bias incidents in our school.	In Progress		Almost Complete
School of Social Work	Students will develop greater skill and ability to participate, lead and respond in transformational conversations.	Continue to require all incoming MSW students to take the diversity and social justice course (SW 504) with no exceptions to be able to opt out.	Complete		
School of Social Work	Students will develop greater skill and ability to participate, lead and respond in transformational conversations.	Examine the 504 Focus Group Report to create refinements to the course.	Complete		
School of Social Work	Students will develop greater skill and ability to participate, lead and respond in transformational conversations.	Ensure that SEED courses provide skills for “transformative conversations.”	Complete		
School of Social Work	Students will develop greater skill and ability to participate, lead and respond in transformational conversations.	Ensure the MSW advanced curriculum effectively integrates Privilege, Oppression, Diversity and Social Justice (PODS).	In Progress		Halfway Complete
School of Social Work	Students will develop greater skill and ability to participate, lead and respond in transformational conversations.	Assess current syllabi for PODS content.	In Progress		Just Started
School of Social Work	Students will develop greater skill and ability to participate, lead and respond in transformational conversations.	Step up advising to encourage PODS intensive courses.	Complete		
School of Social Work	Students will develop greater skill and ability to participate, lead and respond in transformational conversations.	Work with the School of Education Center for Educational Design, Evaluation and Research to develop a comprehensive evaluation plan to assess the integration of PODS content and experiences in courses that includes multiple measurement methods.			
School of Social Work	Faculty will engage in more purposeful and organized engagement related to populations that are currently, and have historically, been shut off from opportunities. SSW will make public an informed social work discourse related to current events and social justice matters seemed important and part of our responsibility as a school of social work.	Faculty will more actively create dedicated, regular, accessible (via Skype, streaming etc.) space to gather and discuss current events particularly in a social justice context.	In Progress		Almost Complete
School of Social Work	Students will develop greater skill and ability to participate, lead and respond in transformational conversations.	Pilot test a PODS specific item on student course evaluation.	Complete		
School of Social Work	Students will develop greater skill and ability to participate, lead and respond in transformational conversations.	Assess all proposed courses for contributions to PODS education.	Complete		
School of Social Work	Students will learn more about current events, process these events in a meaningful way, and then learn how to apply relevant social work skills to actions related to the event.	More faculty will create opportunities for students to learn to write policy briefs and for students to engage in advocacy-related work.	Complete		



















UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School of Social Work	Increase cultural humility regarding community knowledge and involvement and increase faculty involvement in community activities/partnerships and with social work-related organizations.	Hold more classes in agency contexts.	In Progress		Somewhat Complete
School of Social Work	Increase cultural humility regarding community knowledge and involvement and increase faculty involvement in community activities/partnerships and with social work-related organizations.	Develop a thorough inventory of all the community-based partnerships with SSW involvement to identify partnerships that could be strengthened and to avoid duplication or repetition.	Not Started		
School of Social Work	Increase cultural humility regarding community knowledge and involvement and increase faculty involvement in community activities/partnerships and with social work-related organizations.	Invite community members to participate in events and discussions.	In Progress		Halfway Complete
School of Social Work	Increase cultural humility regarding community knowledge and involvement and increase faculty involvement in community activities/partnerships and with social work-related organizations.	Develop incentives for more faculty to be involved in community partnerships.	Not Started		
School of Social Work	Increase cultural humility regarding community knowledge and involvement and increase faculty involvement in community activities/partnerships and with social work-related organizations.	Increase the number of assignments, including independent studies that involve connecting with communities.	In Progress		Somewhat Complete
School of Social Work	Increase cultural humility regarding community knowledge and involvement and increase faculty involvement in community activities/partnerships and with social work-related organizations.	Increase the number of community members who are guest speakers and provide compensation.	In Progress		Just Started
School of Social Work	Identify ways by which more financial integration can occur with external community. There is a need to identify funding streams and aim toward sustainability.	Pursue funding to support field instructors, community members, for community based-participatory research.	In Progress		Just Started
School of Social Work	Identify ways by which more financial integration can occur with external community. There is a need to identify funding streams and aim toward sustainability.	Connect with high school students.	Complete		
School of Social Work	Identify ways by which more financial integration can occur with external community. There is a need to identify funding streams and aim toward sustainability.	Invite community members to participate in conferences.	In Progress		Halfway Complete
School of Social Work	Identify ways by which more financial integration can occur with external community. There is a need to identify funding streams and aim toward sustainability.	Increasingly become a source of information for community resources.	In Progress		Halfway Complete
School of Social Work	Identify ways by which more financial integration can occur with external community. There is a need to identify funding streams and aim toward sustainability.	Facilitate community access to U-M resources.	In Progress		Halfway Complete
Taubman College of Architecture	Develop and implement targeted recruitment strategies. (Students)	Develop/expand partnerships for outreach and transfer programs with high schools and colleges.	In Progress		Just Started
Taubman College of Architecture	Develop and implement targeted recruitment strategies. (Students)	Expand recruitment efforts within the U-M system, with particular emphasis on LSA, and the Flint/Dearborn campuses and recognized groups/student organizations with DEI-related missions.	In Progress		Somewhat Complete
Taubman College of Architecture	Develop and implement targeted recruitment strategies. (Students)	Deepen relationships with the Office of Undergraduate Admissions.	Not Started		
Taubman College of Architecture	Develop and implement targeted recruitment strategies. (Students)	Create all-college marketing and recruitment plan.	Complete		
Taubman College of Architecture	Develop and implement targeted recruitment strategies. (Students)	Work with Rackham Graduate School to increase the number of Rackham Graduate Fellows.	Not Started		






















UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Taubman College of Architecture	Develop and implement targeted recruitment strategies. (Students)	Create outreach program that targets high school and community college counselors in schools with high numbers of people of color and other underrepresented populations.	In Progress		Just Started
Taubman College of Architecture	Develop and implement targeted recruitment strategies. (Students)	Hire Student Services Director.	Complete		
Taubman College of Architecture	Align and improve Taubman Architecture Enrichment/Urban Planning Outreach K-12 and graduate programs to align with DEI values. (Students)	Explore college readiness programs for students who show potential to transfer to Taubman College as juniors.	In Progress		Just Started
Taubman College of Architecture	Institutionalize diversity components into application evaluation. (Students, faculty and staff)	Institutionalize existing holistic admissions review, include DEI statement as part of the process.	Not Started		
Taubman College of Architecture	Institutionalize diversity components into application evaluation. (Students, faculty and staff)	Change freshman academic admission criteria (changing math requirements to be taken during program vs before).	Complete		
Taubman College of Architecture	Align and improve Taubman Architecture Enrichment/Urban Planning Outreach K-12 and graduate programs to align with DEI values. (Students)	Create all college marketing and recruitment outreach plan.	Complete		
Taubman College of Architecture	Align and improve Taubman Architecture Enrichment/Urban Planning Outreach K-12 and graduate programs to align with DEI values. (Students)	Develop stronger relationships with U-M's Office of Undergraduate Admissions.	Complete		
Taubman College of Architecture	Align and improve Taubman Architecture Enrichment/Urban Planning Outreach K-12 and graduate programs to align with DEI values. (Students)	Strengthen college access support and preparation as part of ArcPrep programming.	Complete		
Taubman College of Architecture	Align and improve Taubman Architecture Enrichment/Urban Planning Outreach K-12 and graduate programs to align with DEI values. (Students)	Develop strategic partnerships with regional institutions to strategize long-term pathways from ArcPrep to Taubman College.	In Progress		Halfway Complete
Taubman College of Architecture	Align and improve Taubman Architecture Enrichment/Urban Planning Outreach K-12 and graduate programs to align with DEI values. (Students)	Expand Urban Planning MSI outreach program to the entire college.	Complete		
Taubman College of Architecture	Institutionalize connections with Minority Serving Institutions (MSI). (Students, faculty and staff)	Work with Minority Serving Institutions to identify partnership opportunities.	Complete		
Taubman College of Architecture	Institutionalize connections with Minority Serving Institutions (MSI). (Students, faculty and staff)	Participate in U-M MSI Community of Practice Steering Committee.	Complete		
Taubman College of Architecture	Institutionalize connections with Minority Serving Institutions (MSI). (Students, faculty and staff)	Create advanced degree consortium with HBCUs.	Complete		
Taubman College of Architecture	Evaluate merit based financial support.	Present donors with the opportunity to create scholarships that support DEI efforts.	Complete		
Taubman College of Architecture	Evaluate merit based financial support.	Students receive scholarship support adequate for their needs.	In Progress		Somewhat Complete
Taubman College of Architecture	Evaluate merit based financial support.	Develop criteria for student financial support fee waiver for admitted students.	Not Started		
Taubman College of Architecture	Expand mentoring opportunities for students.	Expand current mentorship opportunities to all students based on feedback.	Not Started		
Taubman College of Architecture	Create cohesive Taubman orientation process.	Implement new orientation goals and practices, to include cultural competency training and community building.	Complete		






















UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Taubman College of Architecture	Create cohesive Taubman orientation process.	Begin to develop a Comprehensive Studies Program (CSP) for incoming freshmen and transfer students, and graduate students who would benefit from the Summer Bridge Program, but do not qualify.	Not Started		
Taubman College of Architecture	Expand mentoring opportunities for students.	Gather information from students on their mentorship desires/needs.	Complete		
Taubman College of Architecture	Expand mentoring opportunities for students.	Make mentoring programming part of pre-orientation and orientation, with follow up components through the academic year.	Not Started		
Taubman College of Architecture	Strengthen support systems for all students, with particular emphasis on underrepresented minority and international students.	Connect students to university-wide resources (such as SuccessConnects).	In Progress		Just Started
Taubman College of Architecture	Strengthen support systems for all students, with particular emphasis on underrepresented minority and international students.	Enhance tutoring support for math, science and writing.	Complete		
Taubman College of Architecture	Strengthen support systems for all students, with particular emphasis on underrepresented minority and international students.	Train faculty and staff on college and university student support resources.	In Progress		Halfway Complete
Taubman College of Architecture	Strengthen support systems for all students, with particular emphasis on underrepresented minority and international students.	Host social activities with emphasis on cultural exchanges.	Complete		
Taubman College of Architecture	Strengthen support systems for all students, with particular emphasis on underrepresented minority and international students.	Evaluate Summer Institute for International Students.	In Progress		Halfway Complete
Taubman College of Architecture	Strengthen support systems for all students, with particular emphasis on underrepresented minority and international students.	Expand mental health support.	Complete		
Taubman College of Architecture	Increase faculty retention and mentorship.	Organize faculty meeting to discuss retention policies and practices and what mentorship means to faculty.	Not Started		
Taubman College of Architecture	Strengthen support systems for all students, with particular emphasis on underrepresented minority and international students.	Provide one-on-one academic and non-academic counseling and follow up.	Complete		
Taubman College of Architecture	Institutionalize/Revise faculty Search Protocols to Prioritize DEI Goals.	Review and compare current protocols with best practices and develop recommendations.	Complete		
Taubman College of Architecture	Institutionalize/Revise faculty Search Protocols to Prioritize DEI Goals.	Develop hiring and unconscious bias training for search committees.	In Progress		Halfway Complete
Taubman College of Architecture	Increase faculty retention and mentorship.	Assess the implementation of National Center for Faculty Development & Diversity (NCFDD) program, adjust as needed.	Not Started		
Taubman College of Architecture	Increase faculty retention and mentorship.	Ongoing training and workshops on retention and mentoring.	Not Started		
Taubman College of Architecture	Increase faculty retention and mentorship.	Develop targeted retention and mentoring programming for faculty.	In Progress		Halfway Complete
Taubman College of Architecture	Increase faculty retention and mentorship.	Formalize college-wide faculty mentorship program.	Not Started		
Taubman College of Architecture	Revise staff search protocol to prioritize DEI goals.	Include specific DEI commitment language in job postings.	Complete		






















UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Taubman College of Architecture	Revise staff search protocol to prioritize DEI goals.	Recruit through U-M Diversity Recruiter.	Complete		
Taubman College of Architecture	Revise staff search protocol to prioritize DEI goals.	Recruit through DEI professional groups (NOMA etc.).	Complete		
Taubman College of Architecture	Revise staff search protocol to prioritize DEI goals.	Recruit through Direct Employers, a diversity outreach partner.	Complete		
Taubman College of Architecture	Revise staff search protocol to prioritize DEI goals.	Run applicant summary reports to gauge applicant pool.	Complete		
Taubman College of Architecture	Revise staff search protocol to prioritize DEI goals.	Institutionalize rubric based hiring procedures.	In Progress		Halfway Complete
Taubman College of Architecture	Revise staff search protocol to prioritize DEI goals.	Develop hiring and unconscious bias training in for hiring teams.	Complete		
Taubman College of Architecture	Evaluate current staff professional development opportunities.	Develop and implement micro-credential programming.	Not Started		
Taubman College of Architecture	Evaluate current staff professional development opportunities.	Institutionalize staff development opportunities.	In Progress		Halfway Complete
Taubman College of Architecture	Evaluate current staff professional development opportunities.	Staff engagement committee pilots new employee mentorship program.	In Progress		
Taubman College of Architecture	Evaluate and make visible conflict resolution pathways.	Evaluate unit level conflict resolution pathways, with an emphasis on staff procedures.	Not Started		
Taubman College of Architecture	Evaluate and make visible conflict resolution pathways.	Develop new procedures as needed.	Not Started		
Taubman College of Architecture	Evaluate and make visible conflict resolution pathways.	Make conflict resolution pathways more visible to all constituencies.	Not Started		
Taubman College of Architecture	Institutionalize Inclusive Teaching Paradigm.	Evaluate outcomes of integrating DEI-related goals into FAR as process of recognition, support, and reward for faculty that take up action through pedagogies of otherness; adjust FAR as needed.	Complete		
Taubman College of Architecture	Institutionalize Inclusive Teaching Paradigm.	Training for college faculty in inclusive curriculum development.	Complete		
Taubman College of Architecture	Institutionalize Inclusive Teaching Paradigm.	Train college faculty on handling difficult DEI subjects in the classroom, including intervention.	In Progress		Halfway Complete
Taubman College of Architecture	Institutionalize Inclusive Teaching Paradigm.	Incorporate DEI statement in syllabi.	Complete		
Taubman College of Architecture	Institutionalize Inclusive Teaching Paradigm.	Diversify Content Infused in Array of Curricular Areas to include topics that affect underrepresented minorities and international students.	In Progress		Halfway Complete
Taubman College of Architecture	Institutionalize Inclusive Teaching Paradigm.	Create Taubman College DEI course guide.	Not Started		
Taubman College of Architecture	Make DEI foundational to teaching.	Incorporate a breadth and depth of diversity and inclusion topics within the BS, MArch, MUD, MURP and MS degrees in design studios, seminars, lectures, and thesis formats.	In Progress		Halfway Complete
Taubman College of Architecture	Make DEI foundational to teaching.	Add DEI related questions to student course evaluations.	Not Started		
Taubman College of Architecture	Make DEI foundational to teaching.	Continue to incorporate diverse lecturers into the college lecture series.	Complete		

UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Taubman College of Architecture	Make DEI foundational to teaching.	Continue to invite intellectually diverse external jurors for all design studio and thesis courses.	Complete		
Taubman College of Architecture	Make DEI foundational to teaching.	Support faculty to experiment with studio jury options that empower student voice.	Complete		
Taubman College of Architecture	Make DEI foundational to teaching.	Develop protocols/orientation for reviewer/juror expectations to be distributed as part of travel itinerary.	In Progress		Halfway Complete
Taubman College of Architecture	Make DEI foundational to teaching.	Initiate institutional tracking of invited jurors over time.	Not Started		
Taubman College of Architecture	Provide financial and administrative support for DEI related research.	Expand DEI Detroit based research emphasis to southeast Michigan.	Complete		
Taubman College of Architecture	Provide financial and administrative support for DEI related research.	Continue Michigan Mellon research that highlights DEI themes.	Complete		
Taubman College of Architecture	Provide financial and administrative support for DEI related research.	Provide DEI research incentive funding.	Complete		
Taubman College of Architecture	Provide financial and administrative support for DEI related research.	Continue to provide faculty dissemination and seed funding for DEI related research.	Complete		
Taubman College of Architecture	Provide financial and administrative support for DEI related research.	Provide indirect cost incentives to support DEI related research.	Complete		
Taubman College of Architecture	Provide financial and administrative support for DEI related research.	Reduce course buyout for DEI related research.	Complete		
Taubman College of Architecture	Provide financial and administrative support for DEI related research.	Provide financial support to Mcubed as a way to support interdisciplinary DEI research.	Complete		
Taubman College of Architecture	Provide technical assistant and development for researchers.	Review each grant proposal to support research.	Complete		
Taubman College of Architecture	Provide technical assistant and development for researchers.	Offer research training for faculty on technical and compliance issues and how to plan a strategy to advance their career.	Complete		
Taubman College of Architecture	Provide technical assistant and development for researchers.	Provided one-on-one coaching for tenure track faculty and on an as-needed basis.	Complete		
Taubman College of Architecture	Provide technical assistant and development for researchers.	Support faculty in teaching courses that align with their line of research.	Complete		
Taubman College of Architecture	Provide technical assistant and development for researchers.	Hire a research manager to support faculty research.	Complete		
Taubman College of Architecture	Provide technical assistant and development for researchers.	Support faculty in identifying broader funding sources.	Complete		
Taubman College of Architecture	Provide technical assistant and development for researchers.	Revamp relationships with foundations and the U-M Office of Foundation Relations, Business Center and Government Relations Office to expand access for DEI related research.	Complete		
Taubman College of Architecture	Align research projects with DEI efforts.	Continue to commit dissemination and seed funding to projects that align with DEI goals.	Complete		
Taubman College of Architecture	Align research projects with DEI efforts.	Participate and provide leadership to the Urban Collaboratory.	Complete		
Taubman College of Architecture	Align research projects with DEI efforts.	Participate in the Poverty Solutions research initiative.	Complete		

















UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Taubman College of Architecture	Provide Taubman Diversity Grants for students, faculty and staff.	Allocate funding for grants for students, faculty and staff to advance DEI goals.	Complete		
Taubman College of Architecture	Provide Taubman Diversity Grants for students, faculty and staff.	Evaluate and adjust fund allocation process, including composition of proposal review committee, proposal guidelines, evaluation of proposals, award procedures and post-award evaluation.	Not Started		
Taubman College of Architecture	Provide Taubman Diversity Grants for students, faculty and staff.	Develop mechanism that assures staff participation in the Equity Innovation grant opportunity.	Not Started		
Taubman College of Architecture	Recognition of students, faculty, staff and alumni who are working toward advancing DEI.	Continue and expand the "I Am Taubman College" Campaign.	Complete		
Taubman College of Architecture	Recognition of students, faculty, staff and alumni who are working toward advancing DEI.	Develop "I Am Taubman Alumni" Campaign.	Not Started		
Taubman College of Architecture	Recognition of students, faculty, staff and alumni who are working toward advancing DEI.	Continue participation in the North Campus Deans MLK Spirit Awards Celebration and target nomination and participation process.	Complete		
Taubman College of Architecture	Develop Cultural Training Strategies for Students, Faculty and Staff.	Develop comprehensive cultural competency training plan.	Complete		
Taubman College of Architecture	Continue implementation of transparency in DEI policies and practices.	Hold DEI orientation as part of student, faculty and staff professional development.	In Progress		Almost Complete
Taubman College of Architecture	Continue implementation of transparency in DEI policies and practices.	Transparency meetings.	Complete		
Taubman College of Architecture	Continue implementation of transparency in DEI policies and practices.	DEI Newsletter.	Complete		
Taubman College of Architecture	Continue implementation of transparency in DEI policies and practices.	Institutionalize protocol for addressing referring harassment and discrimination concerns to appropriate university resource.	Complete		
Taubman College of Architecture	Continue implementation of transparency in DEI policies and practices.	Distribute organizational/decision-making and staffing chart.	Complete		
Taubman College of Architecture	Allocate designated college DEI budget.	DEI staff develop, propose, and oversee DEI budget directly.	Complete		
Taubman College of Architecture	Increase faculty and staff partnerships and collegiality.	Hold faculty/staff orientation on the role of staff and how they can work collaborative with faculty.	Not Started		
Taubman College of Architecture	Increase faculty and staff partnerships and collegiality.	Continue sharing staff roles through the DEI Newsletter.	Complete		
Taubman College of Architecture	Increase faculty and staff partnerships and collegiality.	Staff are part of faculty committees as participants/experts as appropriate.	Complete		
Taubman College of Architecture	Evaluate parental needs policies and practices.	Evaluate the course assignment/scheduling for faculty who are caring for children/other dependents.	Not Started		
Taubman College of Architecture	Evaluate parental needs policies and practices.	Support students, faculty and staff financial when participating in extracurricular/mandatory events as needed.	Not Started		
Taubman College of Architecture	Build a sense of community.	The One School Task Force continues working toward creating community among domestic and international students.	Complete		
Taubman College of Architecture	Build a sense of community.	Develop wall art project.	In Progress		Just Started
Taubman College of Architecture	Develop a process of recognition of students who are working toward advancing DEI.	Establish an Inaugural "James Chaffers" Intellectual Diversity Award for Student Work.	Not Started		

















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DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Taubman College of Architecture	Develop a process of recognition of students who are working toward advancing DEI.	Evaluate current award structure with emphasis on commencement related awards.	Not Started		
Taubman College of Architecture	Develop a process of recognition of students who are working toward advancing DEI.	Develop awards for current students.	Not Started		
Taubman College of Architecture	Create process for student input/engagement/advising on DEI efforts.	Finalize and institutionalize student input/engagement/advising on DEI efforts protocol.	In Progress		Almost Complete
Taubman College of Architecture	Create process for student input/engagement/advising on DEI efforts.	Establish Taubman College Student Government.	In Progress		Almost Complete
Taubman College of Architecture	Create process for student input/engagement/advising on DEI efforts.	Students participate in the DEI Transparency Meetings.	Complete		
Taubman College of Architecture	Create process for student input/engagement/advising on DEI efforts.	DEI committee has representation from each program of study at Taubman College.	Complete		
Taubman College of Architecture	Website is accessible and highlights DEI prominently.	Revamp Taubman College website.	In Progress		Almost Complete
Taubman College of Architecture	Website is accessible and highlights DEI prominently.	Evaluate and develop website redevelopment consent integrating results from the accessibility audit.	In Progress		Halfway Complete
Taubman College of Architecture	Develop comprehensive cultural competency event planning protocol.	Incorporate DEI practices in events/conferences.	Complete		
Taubman College of Architecture	Develop comprehensive cultural competency event planning protocol.	Closed captioning of all videos.	Complete		
Taubman College of Architecture	Review Career Services through a DEI lens.	Incorporate a DEI lens into all mass audience communication	Complete		
Taubman College of Architecture	Review Career Services through a DEI lens.	Develop career panel programming.	Complete		
Taubman College of Architecture	Review Career Services through a DEI lens.	Develop career support programming for international students.	Complete		
Taubman College of Architecture	Review Career Services through a DEI lens.	Participate in U-M Career Services Network IDEA (inclusion, diversity, equity and accessibility) subcommittee.	Complete		
Taubman College of Architecture	Review Career Services through a DEI lens.	Evaluate current career services practices.	Complete		
Audit Services	Consider federally mandated affirmative action goals for all relevant UA positions.	Continue including the overview of university and University Audits DEI plans during new employee orientation.	Complete		
Audit Services	Consider federally mandated affirmative action goals for all relevant UA positions.	Refine the addition of an introduction to the University Hotline and other university resources for conflict resolution and reporting misconduct to the new employee orientation process.	Complete		
Audit Services	Consider federally mandated affirmative action goals for all relevant UA positions.	Continue to explore ways to add a more positive feeling about auditing at the university as part of new employee orientation and in bi-monthly team meetings We plan to begin or continue to: Discuss value added work done by auditors.	Complete		
Audit Services	Consider federally mandated affirmative action goals for all relevant UA positions.	Continue to explore ways to add a more positive feeling about auditing at the university as part of new employee orientation and in bi-monthly team meetings We plan to begin or continue to: Discuss changes effected by audit findings that have a positive influence on the university.	Complete		
















UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Audit Services	Consider federally mandated affirmative action goals for all relevant UA positions.	Continue to explore ways to add a more positive feeling about auditing at the university as part of new employee orientation and in bi-monthly team meetings We plan to begin or continue to: Hiring a consultant to explore ways to promote a positive image of auditors.			
Audit Services	Consider federally mandated affirmative action goals for all relevant UA positions.	Continue to explore ways to add a more positive feeling about auditing at the university as part of new employee orientation and in bi-monthly team meetings We plan to begin or continue to: Openly sharing recognition by audit clients in response to audit and committee work.	Complete		
Audit Services	Consider federally mandated affirmative action goals for all relevant UA positions.	Continue to explore ways to add a more positive feeling about auditing at the university as part of new employee orientation and in bi-monthly team meetings We plan to begin or continue to: Use team meetings to brainstorm on work difficulties and project obstacles.	Complete		
Audit Services	Equity in work assignments.	Continue to provide periodic verbal reports on status of department goals and changes in policies and procedures from MTeam (department management) at team meetings.	Complete		
Audit Services	Equity in work assignments.	Continue to discuss reporting misconduct and reinforce message with periodic emails to the department.	Complete		
Audit Services	Equity in work assignments.	Continue to work with University Human Resources to explore ways to improve the performance appraisal process.			
Audit Services	Equity in work assignments.	Continue to work with University Human Resources to explore ways to improve the performance appraisal process.	Complete		
Audit Services	Equity in work assignments.	Continue conducting regular, staff-only meetings to discuss department procedures and to provide feedback to management team for process improvement.	Complete		
Audit Services	Equity in work assignments.	Use the information gathered from the department professional skills assessment and gap analysis to schedule training and lunch and learn sessions from the lists of desired professional training that was part of the survey.	Complete		
Audit Services	Equity in work assignments.	Plan departmental events (i.e., pot lucks) to promote camaraderie.	Complete		
Audit Services	Improved awareness of reasons for inclusion through training and learning opportunities for University Audits personnel.	Report MTeam discussion during team meetings.	Complete		
Audit Services	Improved awareness of reasons for inclusion through training and learning opportunities for University Audits personnel.	Ensure that skip-level meetings are held on a regular basis to obtain staff feedback and suggestions.	Complete		
Audit Services	Improved awareness of reasons for inclusion through training and learning opportunities for University Audits personnel.	Continue working with University Human Resources to improve review and feedback processes.	Complete		
Audit Services	Improved awareness of reasons for inclusion through training and learning opportunities for University Audits personnel.	Continue efforts at improving departmental communications through the use of Liberating Structures and other innovative communication methods.	Complete		
Audit Services	Improved awareness of reasons for inclusion through training and learning opportunities for University Audits personnel.	Continue exploring methods of creating mentoring relationships.	Complete		
Audit Services	Improve accessibility of physical and online resources. Implement changes from the accessibility analysis to the SPG site to make it more ADA compliant. Continue to explore ways to make the University Audits web site ADA.	Upgrade software for SPG web site and use image captions. Implement suggestions from the SPG Website Review performed by ITS: Expand the use of alternative text.	Complete		










UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Audit Services	Improve accessibility of physical and online resources. Implement changes from the accessibility analysis to the SPG site to make it more ADA compliant. Continue to explore ways to make the University Audits web site ADA.	Upgrade software for SPG web site and use image captions. Implement suggestions from the SPG Website Review performed by ITS: Explore options to improve accessibility for SPG organization charts.	Complete		
Audit Services	Improve accessibility of physical and online resources. Implement changes from the accessibility analysis to the SPG site to make it more ADA compliant. Continue to explore ways to make the University Audits web site ADA.	Consider ADA requirements and accessibility options in new office space. Work with ergonomics consultants to make the new office space more useable.	Complete		
Audit Services	Improve accessibility of physical and online resources. Implement changes from the accessibility analysis to the SPG site to make it more ADA compliant. Continue to explore ways to make the University Audits web site ADA.	Explore options to implement the suggestions from the ITS accessibility review of University Audits' web site.	Complete		
Audit Services	Consider federally mandated affirmative action goals for all relevant UA positions.	Continue to incorporate our commitment to diversity, equity and inclusion to the process for choosing guest auditors by considering an individual's commitment to diversity, equity and inclusion in selecting guest auditors.	Complete		
Audit Services	Consider federally mandated affirmative action goals for all relevant UA positions.	Continue to use recruitment tools (blind resume screening and alternate job posting sites) when seeking candidates.	Complete		
Audit Services	Improve cultural sensitivity demonstrated by auditors and audit management.	Completion of required Mandatory Reporter training by all University Audits team members. Discuss relevance of training to audit work.	Complete		
Audit Services	Improve cultural sensitivity demonstrated by auditors and audit management.	Schedule regular discussions of diversity, equity and inclusion actions and goals in team meetings.	Complete		
Audit Services	Improve cultural sensitivity demonstrated by auditors and audit management.	Schedule presentations at team meetings from other university units to learn more about the university and how University Audits can assist in achieving the unit goals.	Complete		
Audit Services	Improve cultural sensitivity demonstrated by auditors and audit management.	Encourage team members to include DEI seminars and classes as part of their individual development plans.	Complete		
Audit Services	Enhance relationships with the constituencies with whom University Audits interacts.	Refine procedures for opening and closing audit meetings and follow-up work to invite more collaboration with audit clients.	Complete		
Audit Services	Enhance relationships with the constituencies with whom University Audits interacts.	Use the new report formats to simplify reporting and encourage audit client input.	Complete		
University Library	Create a recruitment process to allow the library to attract and hire critical talent from diverse applicant pools.	Diversify Candidate Pools: We will engage in targeted outreach efforts to promote the development of applicant pools that reflect racial, gender and other forms of human diversity.	Complete		
University Library	Create a recruitment process to allow the library to attract and hire critical talent from diverse applicant pools.	Inclusive Search Processes: LHR will work with Hiring Managers to create an inclusive search process.	In Progress		Just Started
University Library	Create a recruitment process to allow the library to attract and hire critical talent from diverse applicant pools.	Candidate Centered Processes: Search Committees will learn to create candidate centered processes.	In Progress		Somewhat Complete
University Library	Assess the working climate and culture of the library, implement strategies to identify and build upon current strengths and take opportunities to improve the workplace environment and positively impact retention.	Assessment Specialist Onboarding: The Assessment Specialist will successfully onboard and gain a deep level understanding of existing and needed assessment efforts across the library.	Complete		
University Library	Assess the working climate and culture of the library, implement strategies to identify and build upon current strengths and take opportunities to improve the workplace environment and positively impact retention.	U-M Climate Survey Follow-up: The DEI Lead along with Staff Forum and Librarian's Forum, will follow up on Climate Survey issues.	In Progress		Halfway Complete









UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
University Library	Assess the working climate and culture of the library, implement strategies to identify and build upon current strengths and take opportunities to improve the workplace environment and positively impact retention.	Engage Student Employees: The library will develop and implement recommendations for creating a more inclusive work environment for student employees.	Complete		
University Library	Secure at least one PFIP hire this year.	Utilize at least one of our six available PFIP Hires: A librarian eligible for the PFIP program will be recruited or found from an existing search this year.	Complete		
University Library	Support library staff in developing and enhancing intercultural competencies and the Association of College and Research Libraries Diversity Standards.	Build Intercultural Competencies via Training: Diversity Council will develop and launch the 2nd theme for the intercultural competency series and will host a day of development around this theme.	Complete		
University Library	Support library staff in developing and enhancing intercultural competencies and the Association of College and Research Libraries Diversity Standards.	Build Intercultural Competencies via experiences: Library-wide efforts to build intercultural competencies will be encouraged, empowered and recognized.	Complete		
University Library	Create and cultivate inclusive learning environments that accelerate self-agency through outreach, programs, events and services responsive to learner, researcher and scholar needs.	Model and Promote Inclusive Learning Environments: The library will both model and promote inclusive learning environments in a variety of ways including events, exhibitions, promotions, publications and programming.	Complete		
University Library	Actively encourage, support and promote research and scholarship in areas related to diversity.	Support DEIA research and scholarship: The library will support and promote DEIA related research and scholarship in a variety of ways including: events, exhibitions, promotions, publications, collection development and programming.	Complete		
University Library	Actively encourage, support and promote research and scholarship in areas related to diversity.	Build collaborations and support DEIA efforts across campus: The library will build cross-university partnerships that support DEIA work in a variety of ways including: research, events, exhibitions, promotions, publications and programming.	Complete		
University Library	Explore and plan for a Living Library event to be organized and hosted at UM-Ann Arbor.	Establish a Living Library at UM-Ann Arbor: Using the UM-Dearborn Living Library as an example, a planning team will determine a course of action and host a first event this year.	In Progress		Somewhat Complete
University Library	Ensure that library spaces, services, programs and collections are inclusive and welcoming for all users.	Inclusive Spaces, Services and Programs: All library spaces (physical and virtual), services and programs will reflect or organizational commitment to DEIA.	Complete		
University Library	Ensure that library spaces, services, programs and collections are inclusive and welcoming for all users.	Accessible Technology: Make technology choices that hold accessibility as a core value.	In Progress		Halfway Complete
University Library	Hire and successfully onboard a DEI Program Manager	DEI Program Manager: A DEI Program Manager position will be created and filled this year.	Complete		
University Library	Hire and successfully onboard a DEI Program Manager	DEIA Internal Community of Practice: Establish an internal DEIA community of practice to coordinate and amplify efforts in this space.			
University Library	Evolve our "safe spaces" into "brave spaces."	Understand the Library as Brave Space: The library community will understand how the library shows up as a "safe space" and as a "brave space." The library will build on the experiences of safe space dialogues and build on this understanding.	In Progress		Halfway Complete
University Library	Enhance user-centered customer service strategies.	User-Centered Practices: A user-centered philosophy will guide decisions being made as spaces, services and programs are designed.	Complete		
University Library	Demonstrate our leadership on DEIA both on campus and within the professions of librarianship and publishing.	Encouraging & Empowering Innovation in DEIA: Library employees will be encouraged, empowered and recognized for innovative and transformational efforts in advancing DEIA ideals and values.	Complete		










UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
University Library	Demonstrate our leadership on DEIA both on campus and within the professions of librarianship and publishing.	Host a Big 10 Library Conference: Host the 2019 Big 10 Library Conference with the theme of "Accessibility leading to Innovation."	Complete		
University Library	Develop pathways for conflict resolution in the way we serve each other and in the way we serve our user groups.	Dignity and Respect to User Groups: Our commitment to treating all user groups with dignity and respect will be clearly communicated and users will have a clear and readily accessible method for resolving conflict or customer service shortcomings.	Complete		
University Library	Develop pathways for conflict resolution in the way we serve each other and in the way we serve our user groups.	Communication Recovery: Library Diversity Council will develop and launch a training series "Communication Recovery."	Complete		
University of Michigan Museum of Art	Create and foster the development of a group of diverse, skilled and knowledgeable students to increase the number of diverse, qualified applicants to arts, culture and humanities jobs.	Pilot an inclusive, paid internship program at the Museum that is broadly diverse and consistent with the university's definition of diversity to provide opportunities for students with a wide range of interests. Develop aspects of program to strengthen the community of the group as a cohort/network.	In Progress		Just Started
University of Michigan Museum of Art	Create and foster the development of a group of diverse, skilled and knowledgeable students to increase the number of diverse, qualified applicants to arts, culture and humanities jobs.	Restructure and re-envision the goals and mission of the of Student Engagement Council (SEC) to assist in making the Museum more welcoming and diverse.	Complete		
University of Michigan Museum of Art	Create an equitable and inclusive working environment at the Museum that has a staff rich in diverse experiences, knowledge and skills. Opportunities for professional growth, collaboration both between departments and on campus, transparency from leadership and fair distribution of workload and resources will allow staff to thrive and develop while creating a welcoming and inclusive climate for all.	Continue to assess, evaluate and adopt newly-developed practices and resources to achieve broader recruitment for a more diverse staff. Creation of search committees which allows a diverse representation of staff to assess candidates.	Complete		
University of Michigan Museum of Art	Create an equitable and inclusive working environment at the Museum that has a staff rich in diverse experiences, knowledge and skills. Opportunities for professional growth, collaboration both between departments and on campus, transparency from leadership and fair distribution of workload and resources will allow staff to thrive and develop while creating a welcoming and inclusive climate for all.	Establish a process, through performance evaluations and individual work plans, for current staff retention and development that includes prioritized and integrated DEI training and departmental goals and continued learning opportunities to enable UMMA staff to become a key resource in creating an inclusive organization for staff and visitors.	Complete		
University of Michigan Museum of Art	Create an equitable and inclusive working environment at the Museum that has a staff rich in diverse experiences, knowledge and skills. Opportunities for professional growth, collaboration both between departments and on campus, transparency from leadership and fair distribution of workload and resources will allow staff to thrive and develop while creating a welcoming and inclusive climate for all.	Increase percentage of qualified, diverse applicants to all positions measured using University data.	Complete		
University of Michigan Museum of Art	Create an equitable and inclusive working environment at the Museum that has a staff rich in diverse experiences, knowledge and skills. Opportunities for professional growth, collaboration both between departments and on campus, transparency from leadership and fair distribution of workload and resources will allow staff to thrive and develop while creating a welcoming and inclusive climate for all.	Include a rotating schedule of departmental presentations on DEI work/progress at Museum All Staff meetings to ensure broad ownership of the plan and encourage work needed to achieve goals.	Complete		














UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
University of Michigan Museum of Art	Create an equitable and inclusive working environment at the Museum that has a staff rich in diverse experiences, knowledge and skills. Opportunities for professional growth, collaboration both between departments and on campus, transparency from leadership and fair distribution of workload and resources will allow staff to thrive and develop while creating a welcoming and inclusive climate for all.	Integrate the Museum's DEI plan into every department by including the discussion of Year Three DEI plans and priorities into all project and departmental meetings. Highlight DEI goals and strategies in every issue of the UMMA Magazine.	Complete		
University of Michigan Museum of Art	Create an equitable and inclusive working environment at the Museum that has a staff rich in diverse experiences, knowledge and skills. Opportunities for professional growth, collaboration both between departments and on campus, transparency from leadership and fair distribution of workload and resources will allow staff to thrive and develop while creating a welcoming and inclusive climate for all.	Continue collaborative project team work to increase transparency and breakdown of departmental silos.	Complete		
University of Michigan Museum of Art	Create an equitable and inclusive working environment at the Museum that has a staff rich in diverse experiences, knowledge and skills. Opportunities for professional growth, collaboration both between departments and on campus, transparency from leadership and fair distribution of workload and resources will allow staff to thrive and develop while creating a welcoming and inclusive climate for all.	Complete inclusive UMMA staff climate survey to supplement university climate survey	Complete		
University of Michigan Museum of Art	Increase UMMA's impact on scholarship related to diversity, equity and inclusion and promote awareness of underrepresented artists, scholars, and curators through publications and exhibitions.	Develop exhibitions and exhibition-related scholarly publications that support academic research into themes/issues related to diversity, equity inclusion, accessibility and/or social justice.	Complete		
University of Michigan Museum of Art	Increase UMMA's impact on scholarship related to diversity, equity and inclusion and promote awareness of underrepresented artists, scholars, and curators through publications and exhibitions.	Focused research on specific area of the collection in Year 3—Inuit art—to support University recruitment goals and stewardship of newly acquired collection of Inuit Art.	Complete		
University of Michigan Museum of Art	Increase UMMA's impact on scholarship related to diversity, equity and inclusion and promote awareness of underrepresented artists, scholars, and curators through publications and exhibitions.	Plan to improve the discoverability of artworks in The Exchange to increase accessibility and use of objects for DEI-focused courses.	Complete		
University of Michigan Museum of Art	Secure monetary and in-kind contributions to facilitate the acquisition of artworks that strategically diversify the Museum's collections. Execute work plan to purchase or acquire (by gift or loan) works which signal and support UMMA's commitment to DEI. Work with university colleagues to generate high-profile, campuswide attention for these acquisitions and their impact on the student and faculty experience.	Identify and solicit collectors for in-kind gifts of artwork from their personal or corporate collection that fill gaps in the Museum's collections.	Complete		
University of Michigan Museum of Art	Increase UMMA's impact on scholarship related to diversity, equity and inclusion and promote awareness of underrepresented artists, scholars, and curators through publications and exhibitions.	Review internal and external exhibition proposals and assess how they represent a diverse body of work and artists, including women, artists of color and non-binary/gender fluid individuals.	Complete		














UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
University of Michigan Museum of Art	Secure monetary and in-kind contributions to facilitate the acquisition of artworks that strategically diversify the Museum's collections. Execute work plan to purchase or acquire (by gift or loan) works which signal and support UMMA's commitment to DEI. Work with university colleagues to generate high-profile, campuswide attention for these acquisitions and their impact on the student and faculty experience.	Research to identify appropriate acquisitions.	Complete		
University of Michigan Museum of Art	Secure monetary and in-kind contributions to facilitate the acquisition of artworks that strategically diversify the Museum's collections. Execute work plan to purchase or acquire (by gift or loan) works which signal and support UMMA's commitment to DEI. Work with university colleagues to generate high-profile, campuswide attention for these acquisitions and their impact on the student and faculty experience.	Cultivate and solicit donors who have the capacity to make significant monetary gifts for the acquisition of artworks that fill gaps in the Museum's collections (for example, underrepresented artists including women and artists of color and/or subject matter/medium).	Complete		
University of Michigan Museum of Art	Figure out how Museum can allow diverse publics to develop programming for themselves.	Identify potential collaborators.	Complete		
University of Michigan Museum of Art	Secure monetary and in-kind contributions to facilitate the acquisition of artworks that strategically diversify the Museum's collections. Execute work plan to purchase or acquire (by gift or loan) works which signal and support UMMA's commitment to DEI. Work with university colleagues to generate high-profile, campuswide attention for these acquisitions and their impact on the student and faculty experience.	After the artwork has been acquired by UMMA, develop and enact a communications plan to tell the story of why these acquisitions support the university's goal to increase DEI on campus.	Complete		
University of Michigan Museum of Art	Secure monetary and in-kind contributions to facilitate the acquisition of artworks that strategically diversify the Museum's collections. Execute work plan to purchase or acquire (by gift or loan) works which signal and support UMMA's commitment to DEI. Work with university colleagues to generate high-profile, campuswide attention for these acquisitions and their impact on the student and faculty experience.	Create, share and archive DEI teaching strategies and portfolios on The Exchange for access by constituents at U-M and beyond.	Complete		
University of Michigan Museum of Art	Secure monetary and in-kind contributions to facilitate the acquisition of artworks that strategically diversify the Museum's collections. Execute work plan to purchase or acquire (by gift or loan) works which signal and support UMMA's commitment to DEI. Work with university colleagues to generate high-profile, campuswide attention for these acquisitions and their impact on the student and faculty experience.	Collaborate with the Office of Enrollment Management and Office of Academic Multicultural Initiatives on pilot programming to support the Urban School Initiative and First-Generation Student Support.	Not Started		
University of Michigan Museum of Art	Figure out how Museum can allow diverse publics to develop programming for themselves.	Pilot 1-2 programs and assess viability to continue or update the process.	Complete		
University of Michigan Museum of Art	Employ research and actions to create and strengthen the welcoming environment of the Museum for students, faculty, staff and the public.	Update and improve aesthetics of lobbies and public spaces to create a sense of warmth, engage visitors, and reflect the inclusiveness of the Museum.	Complete		
University of Michigan Museum of Art	Employ research and actions to create and strengthen the welcoming environment of the Museum for students, faculty, staff and the public.	Rethink and redesign exterior banners.	Complete		









UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
University of Michigan Museum of Art	Employ research and actions to create and strengthen the welcoming environment of the Museum for students, faculty, staff and the public.	Develop a short, 2-3 question survey that gathers feedback on the welcoming climate of the museum. Analyze results and take action and make improvements based on feedback from visitors.	Complete		
University of Michigan Museum of Art	Employ research and actions to create and strengthen the welcoming environment of the Museum for students, faculty, staff and the public.	Create and implement program for all staff to rotate through UMMA Navigator station.	Not Started		
University of Michigan Museum of Art	Employ research and actions to create and strengthen the welcoming environment of the Museum for students, faculty, staff and the public.	Conduct a baseline audience study to gather visitor data by utilizing available resources (UMMA Navigators, free member base, ISR collaboration).	In Progress		Just Started
University of Michigan Museum of Art	Employ research and actions to create and strengthen the welcoming environment of the Museum for students, faculty, staff and the public.	Integrate security staff into visitor experience training for all staff.	Complete		
University of Michigan Museum of Art	Employ research and actions to create and strengthen the welcoming environment of the Museum for students, faculty, staff and the public.	Pilot food service program to increase services offered to guests that improve comfort/amenities.	Complete		
University of Michigan Museum of Art	Employ research and actions to create and strengthen the welcoming environment of the Museum for students, faculty, staff and the public.	Install inclusive bathroom signage outside appropriate museum facilities.	Complete		
University of Michigan Museum of Art	Employ research and actions to create and strengthen the welcoming environment of the Museum for students, faculty, staff and the public.	Reinstall gallery space to be more diverse and inclusive of all UMMA visitors	Complete		
University of Michigan Museum of Art	Create a program for auxiliary and advisory groups to support the Museum's DEI goals and reach a larger audience through their local, regional and nationwide stewardship.	Create a plan to attract a more broadly diverse member base in all UMMA's auxiliary and advisory groups, including the National Leadership Council (NLC), Director's Acquisition Committee (DAC), Executive Committee, Student Engagement Council (SEC) and the Docent Corps over the next 3-5 years. This will be achieved by making a demonstrated commitment to DEI a requirement for all participants.	Complete		
University of Michigan Museum of Art	Create a program for auxiliary and advisory groups to support the Museum's DEI goals and reach a larger audience through their local, regional and nationwide stewardship.	Provide continued DEI training, including inclusive teaching and unconscious bias, as well an introduction to the Life-Long Learning model for DEI created by the Learning and Professional Development Office at U-M for docent corps and use this experience to adapt training for other advisory groups.	Complete		
University of Michigan Museum of Art	Create a program for auxiliary and advisory groups to support the Museum's DEI goals and reach a larger audience through their local, regional and nationwide stewardship.	Engage committee members and docents on actionable work members can do to support the DEI mission of UMMA, including assistance with new strategic partnerships, increasing resources and providing diverse perspectives at the planning stages of new initiatives.	Complete		
Office of Research	Increase the diversity of UMOR faculty through targeted and aggressive recruitment strategies, while fostering faculty retention programs.	Monitor and revise as needed current position posting policy to: Require screening of all UMOR job postings to ensure bias-free language, utilizing approved software.	In Progress		Almost Complete
Office of Research	Increase the diversity of UMOR faculty through targeted and aggressive recruitment strategies, while fostering faculty retention programs.	Share and communicate best talent pool development, hiring and retention practices amongst UMOR units through a resource intranet and town hall trainings.	In Progress		Halfway Complete
Office of Research	Increase the diversity of UMOR faculty through targeted and aggressive recruitment strategies, while fostering faculty retention programs.	Institute a formal policy requiring all UMOR faculty and senior staff within 18 months to complete the free, 1.5-hour Strategies and Tactics for Recruiting to Improve Diversity and Excellence (STRIDE) training offered by ADVANCE.	In Progress		Halfway Complete

UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Office of Research	Increase the diversity of UMOR faculty through targeted and aggressive recruitment strategies, while fostering faculty retention programs.	Monitor and revise as needed current position posting policy to: Require all position postings to be federal affirmative action- and Americans with Disabilities Act- (ADA) compliant.	Complete		
Office of Research	Increase the diversity of UMOR faculty through targeted and aggressive recruitment strategies, while fostering faculty retention programs.	Monitor and revise as needed current position posting policy to: Standardize all job postings, where applicable, to include the language, "Salary negotiable within the posted range," as research indicates the use of specific terminology increases the likelihood that female candidates will apply for positions.	In Progress		Halfway Complete
Office of Research	Increase the diversity of UMOR faculty through targeted and aggressive recruitment strategies, while fostering faculty retention programs.	Monitor and revise as needed current position posting policy to: Utilize multiple internal and external job posting outlets including resources provided by U-M's Human Resources.	In Progress		Halfway Complete
Office of Research	Increase the diversity of UMOR faculty through targeted and aggressive recruitment strategies, while fostering faculty retention programs.	Continue to ensure that faculty unit directors consider the diversity of their search committees.	In Progress		Almost Complete
Office of Research	Increase the diversity of UMOR faculty through targeted and aggressive recruitment strategies, while fostering faculty retention programs.	Train faculty to become UMOR brand ambassadors with a focus on recruitment.	In Progress		Somewhat Complete
Office of Research	Increase the diversity of UMOR faculty through targeted and aggressive recruitment strategies, while fostering faculty retention programs.	Partner with other U-M and UMOR units for recruitment opportunities.	In Progress		Halfway Complete
Office of Research	Increase the diversity of UMOR faculty through targeted and aggressive recruitment strategies, while fostering faculty retention programs.	Work with University Human Resources to develop family-friendly employment policies.	In Progress		
Office of Research	Increase the diversity of UMOR faculty through targeted and aggressive recruitment strategies, while fostering faculty retention programs.	Determine how to best assess diversity, equity and inclusion beyond gender and racial categorization.	In Progress		Somewhat Complete
Office of Research	Increase the diversity of students recruited into UMOR units for internships and part-time positions.	Share and communicate best talent pool development, hiring and retention practices amongst UMOR units.	In Progress		Halfway Complete
Office of Research	Increase the diversity of students recruited into UMOR units for internships and part-time positions.	Continue to utilize multiple internal and external job posting outlets, including U-M's Diversity Outreach Network and others included in the a proposed UMOR recruitment toolkit.	In Progress		Halfway Complete
Office of Research	Increase the diversity of students recruited into UMOR units for internships and part-time positions.	Create coordinated resource center for UMOR student recruitment opportunities and utilize U-M diversity networking resources to publicize openings.	In Progress		Somewhat Complete
Office of Research	Increase the diversity of UMOR staff through targeted and aggressive recruitment strategies while fostering staff retention programs.	Continue to share and communicate best talent pool development, hiring and retention practices amongst UMOR units.	In Progress		Halfway Complete
Office of Research	Increase the diversity of UMOR staff through targeted and aggressive recruitment strategies while fostering staff retention programs.	Institute a formal policy requiring all UMOR staff involved in hiring decisions to complete a STRIDE-like training offered by UMOR within 18 months.	In Progress		Somewhat Complete
Office of Research	Increase the diversity of UMOR staff through targeted and aggressive recruitment strategies while fostering staff retention programs.	Monitor position posting policy to: Require screening of all UMOR job postings to ensure bias-free language, utilizing approved software.	In Progress		Just Started
Office of Research	Increase the diversity of UMOR staff through targeted and aggressive recruitment strategies while fostering staff retention programs.	Monitor position posting policy to: Require all position postings to be federal affirmative action- and ADA-compliant.	In Progress		Almost Complete













UM DEI Plan Details: Year 3

DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Office of Research	Increase the diversity of UMOR staff through targeted and aggressive recruitment strategies while fostering staff retention programs.	Monitor position posting policy to: Standardize all job postings, where applicable, to include the language “Salary negotiable within the posted range,” as research indicates the utilization of specific terminology increases the likelihood that female candidates will apply for positions.	In Progress		Halfway Complete
Office of Research	Increase the diversity of UMOR staff through targeted and aggressive recruitment strategies while fostering staff retention programs.	Monitor position posting policy to: Utilize multiple internal and external job posting outlets including resources provided by U-M’s Human Resources.	In Progress		Halfway Complete
Office of Research	Increase the diversity of UMOR staff through targeted and aggressive recruitment strategies while fostering staff retention programs.	Partner with other U-M and UMOR units for recruitment opportunities.	In Progress		Halfway Complete
Office of Research	Increase the diversity of UMOR staff through targeted and aggressive recruitment strategies while fostering staff retention programs.	Lobby to extend the Detroit Connector Service to allow for more candidates from Detroit to apply for and accept positions at U-M Ann Arbor.	In Progress		Halfway Complete
Office of Research	Increase the diversity of UMOR staff through targeted and aggressive recruitment strategies while fostering staff retention programs.	Ensure unit directors consider the diversity of their search committees.	In Progress		Almost Complete
Office of Research	Increase the diversity of UMOR staff through targeted and aggressive recruitment strategies while fostering staff retention programs.	Train staff to become UMOR brand ambassadors with a focus on recruitment.	In Progress		Somewhat Complete
Office of Research	Increase the diversity of UMOR staff through targeted and aggressive recruitment strategies while fostering staff retention programs.	Work with University Human Resources to develop family-friendly employment policies including special considerations for part-time employees.	In Progress		Somewhat Complete
Office of Research	Increase the diversity of UMOR staff through targeted and aggressive recruitment strategies while fostering staff retention programs.	Determine how to best assess diversity, equity and inclusion beyond gender and racial categorization.	In Progress		Just Started
Office of Research	Strengthen and expand UMOR’s educational offerings promoting diversity, equity and inclusion.	Assess the communications plan for the Institute for Research on Women and Gender (IRWG) and the Economic Growth Institute to determine if more resources are needed to raise awareness of program offerings.	In Progress		Halfway Complete
Office of Research	Strengthen and expand UMOR’s educational offerings promoting diversity, equity and inclusion.	Develop a process for those UMOR units currently involved or interested in educational outreach to request support for programs, such as facility tours and activities.	In Progress		Halfway Complete
Office of Research	Strengthen and expand UMOR’s educational offerings promoting diversity, equity and inclusion.	Work with various campuses and facilities, such as NCRC, to cross-promote educational DEI offerings to UMOR employees through the monthly faculty/staff e-newsletter.	In Progress		Halfway Complete
Office of Research	Require that all UMOR communications and marketing materials reflect the vision of diversity, equity and inclusion for the University of Michigan.	Monitor all UMOR units’ communications and marketing materials to maintain diverse and compliant content.	In Progress		Almost Complete
Office of Research	Require that all UMOR communications and marketing materials reflect the vision of diversity, equity and inclusion for the University of Michigan.	Complete an audit of all UMOR unit websites to ensure language and images reflect diversity.	In Progress		Somewhat Complete
Office of Research	Require that all UMOR communications and marketing materials reflect the vision of diversity, equity and inclusion for the University of Michigan.	Ensure all websites are ADA-compliant; if not, provide funding to aid units in website upgrades.	In Progress		Just Started
Office of Research	Require that all UMOR communications and marketing materials reflect the vision of diversity, equity and inclusion for the University of Michigan.	Update UMOR marketing materials with the new UMOR mission, vision and values statements.	In Progress		Somewhat Complete










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DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Office of Research	Require that all UMOR communications and marketing materials reflect the vision of diversity, equity and inclusion for the University of Michigan.	Develop a formal policy addressing diversity, equity and inclusion requirements for UMOR communications tools and disseminate to UMOR communications practitioners through the UMOR Communicators' group.			
Office of Research	Create a culture within UMOR where staff members are recognized and rewarded for their contributions.	Review input from UMTRI focus groups (in progress).			
Office of Research	Create a culture within UMOR where staff members are recognized and rewarded for their contributions.	Review and update job classifications.	In Progress		Halfway Complete
Office of Research	Create a culture within UMOR where staff members are recognized and rewarded for their contributions.	Provide more opportunities for staff development and training.	In Progress		Halfway Complete
Office of Research	Develop an internal communications plan to promote new diversity, equity and inclusion plans; achievement benchmarks; add new phases in the implementation of deliverables.	Develop a DEI communications plan in conjunction with goals/milestones set forth by the U-M Office of Diversity, Equity & Inclusion.	In Progress		Just Started
Office of Research	Develop an internal communications plan to promote new diversity, equity and inclusion plans; achievement benchmarks; add new phases in the implementation of deliverables.	Update DEI resources webpage for UMOR faculty and staff.	In Progress		Somewhat Complete
Office of Research	Develop an internal communications plan to promote new diversity, equity and inclusion plans; achievement benchmarks; add new phases in the implementation of deliverables.	Work with UMOR Communicators' group to disseminate information from UMOR's DEI strategic plan.	In Progress		Somewhat Complete
Office of Research	All UMOR training programs will reflect U-M's vision for diversity, equity and inclusion.	Review Navigate suite of training programs for research training to ensure DEI- and ADA-compliance.	In Progress		Halfway Complete
Office of Research	All UMOR training programs will reflect U-M's vision for diversity, equity and inclusion.	If training programs do not currently reflect U-M's vision for DEI, develop a plan and budget for updating programs and materials.	In Progress		Somewhat Complete
Office of Research	UMOR Human Resources will strive to create clear and concise guidelines for UMOR employees.	UMOR Human Resources will update/create and distribute guides/policies including: Family and Medical Leave Act (FMLA).	In Progress		
Office of Research	UMOR Human Resources will strive to create clear and concise guidelines for UMOR employees.	UMOR Human Resources will update/create and distribute guides/policies including: Work-from-home.	In Progress		Just Started
Office of Research	UMOR Human Resources will strive to create clear and concise guidelines for UMOR employees.	UMOR Human Resources will update/create and distribute guides/policies including: Partial leave.	Not Started		
Office of Research	UMOR Human Resources will strive to create clear and concise guidelines for UMOR employees.	UMOR Human Resources will update/create and distribute guides/policies including: Parental leave.	Not Started		
Office of Research	UMOR Human Resources will strive to create clear and concise guidelines for UMOR employees.	UMOR Human Resources will update/create and distribute guides/policies including: ADA workplace adjustments.	In Progress		Somewhat Complete
Office of Research	UMOR Human Resources will strive to create clear and concise guidelines for UMOR employees.	UMOR Human Resources will update/create and distribute guides/policies including: UMOR recruitment toolkit.	Not Started		
Office of Research	UMOR Human Resources will strive to create clear and concise guidelines for UMOR employees.	UMOR Human Resources will update/create and distribute guides/policies including: Conflict resolution.	In Progress		Just Started
Office of Research	UMOR Human Resources will strive to create clear and concise guidelines for UMOR employees.	UMOR Human Resources will update/create and distribute guides/policies including: Sexual harassment.	In Progress		Somewhat Complete
Office of Research	Promote and support U-M diversity, equity and inclusion initiatives through external outreach to corporate partners, government agencies and foundations.	Maintain a benchmark of current corporate, government and foundation partners currently participating in DEI initiatives across campus.	In Progress		Somewhat Complete
Office of Research	Promote and support U-M diversity, equity and inclusion initiatives through external outreach to corporate partners, government agencies and foundations.	Work with Business Engagement Center to define and disseminate key messaging to U-M's corporate and community partners in regard to UMOR's commitment to diversity, equity and inclusion.	In Progress		Somewhat Complete



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DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Secretary of the University	Improve applicant pool diversity for open positions.	Research best practices.	Not Started		
Secretary of the University	Improve applicant pool diversity for open positions.	Collaborate with central HR.	Not Started		
Secretary of the University	Improve applicant pool diversity for open positions.	Develop new outreach and recruitment strategies when positions are open and available.	Not Started		
Secretary of the University	Improve applicant pool diversity for open positions.	Utilize U-M Mediation Services, Learning and Professional Development courses and staff assistance programs for conflict resolution, as necessary.	Not Started		
Secretary of the University	Identify formal and informal opportunities for all staff to attend events, workshops, etc. to improve staff diversity and cultural awareness competencies, cultivate individual skill sets for professional growth and elevate staff core job capabilities.	Locate relevant workshops for staff to attend.	Complete		
Secretary of the University	Identify formal and informal opportunities for all staff to attend events, workshops, etc. to improve staff diversity and cultural awareness competencies, cultivate individual skill sets for professional growth and elevate staff core job capabilities.	All staff will attend at least one workshop and will continue to attend events throughout the year.	Complete		
Secretary of the University	Encourage staff to identify, register and attend Learning & Professional Development (formerly HRD) courses, and events on/off campus to improve staff diversity and cultural awareness competencies, cultivate individual skill sets for personal and professional growth and elevate staff core job capabilities.	The VP&S and office staff will collaboratively identify courses with potential to benefit individuals and/or the unit as a whole.	Complete		
Secretary of the University	Develop Regent meeting agendas that include diverse speakers and topics, including reports of progress on the institutional DEI plans. The VP&S will also participate in DEI presentations at professional meetings with other universities in Michigan and around the country.	We will continue to look for opportunities to have diverse speakers and programs from all three campuses at each Regents meeting, and we will continue to advocate for DEI topics to be presented at professional meetings.	Complete		
Secretary of the University	Develop Regent meeting agendas that include diverse speakers and topics, including reports of progress on the institutional DEI plans. The VP&S will also participate in DEI presentations at professional meetings with other universities in Michigan and around the country.	We will also continue to provide support with bylaw, recruitment/retention and personnel actions.			
Secretary of the University	Support the president and the other executive officers in the implementation of their respective DEI plans, and work with the board and others on governance and senior leadership matters such as bylaw amendments, personnel appointments and recruitment/retention efforts.	The VP&S and office staff will collaboratively identify courses with potential to benefit individuals and/or the unit as a whole.			
Secretary of the University	Support the president and the other executive officers in the implementation of their respective DEI plans, and work with the board and others on governance and senior leadership matters such as bylaw amendments, personnel appointments and recruitment/retention efforts.	We will continue to look for opportunities to have diverse speakers and programs from all three campuses at each Regents meeting, and we will continue to advocate for DEI topics to be presented at professional meetings.			
Secretary of the University	Support the president and the other executive officers in the implementation of their respective DEI plans, and work with the board and others on governance and senior leadership matters such as bylaw amendments, personnel appointments and recruitment/retention efforts.	We will also continue to provide support with bylaw, recruitment/retention and personnel actions.	Complete		

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DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Secretary of the University	Work collaboratively with the president, VP&S and other executive offices to organize DEI-focused educational presentations that address a variety of relevant issues to all of our offices. Encourage staff participation and involvement in other campus events.	Work with other executive office staff members through the Fleming DEI Committee to collaboratively develop potential topics and plan for events.	Complete		
Secretary of the University	Work collaboratively with the president, VP&S and other executive offices to organize DEI-focused educational presentations that address a variety of relevant issues to all of our offices. Encourage staff participation and involvement in other campus events.	The committee is currently working on a third Fleming event for the Fall of 2018 to help enhance diversity and cultural awareness competencies throughout leadership.	Complete		
Secretary of the University	Evaluate the Board of Regents' website design and operation to determine compliance with HTML web design accessibility standards. Work with CSG and student leadership to promote meetings/website to students for their participation and information.	Work with Michigan Creative to update the board's website to ensure compliance with evolving accessibility standards and make recommendations for future improvements.	Complete		
Secretary of the University	Evaluate the Board of Regents' website design and operation to determine compliance with HTML web design accessibility standards. Work with CSG and student leadership to promote meetings/website to students for their participation and information.	Work with CSG and other student leaders to assist in encouraging students' involvement in meetings, and information on regent actions via website.	Complete		
Secretary of the University	Evaluate the Board of Regents' monthly meetings to determine potential accessibility issues related to audio and visual configurations and alter them to improve the meeting experience for all meeting attendees, including public comment participants and students. Assure a respectful and welcoming gateway to U-M, the Board of Regents, and the monthly board meetings.	The unit will consult with campus accessibility experts and event planners and students to request a review of the existing meeting structure and make recommendations for improvements as relates to DEI.	Complete		
Secretary of the University	Provide staff support and coordination for Regent involvement in campus events that involve DEI activities in its broadest forms.	Inform Regents of potential campus events through monthly emails and an executive calendar and provide logistical support when Regents are engaged.	Complete		
Secretary of the University	Provide staff support and coordination for Regent involvement in campus events that involve DEI activities in its broadest forms.	Identify events of interest to members of the Board of Regents and then coordinate their remarks and other aspects of their engagement at the leadership level.	Complete		
Secretary of the University	Provide staff support and coordination for Regent involvement in campus events that involve DEI activities in its broadest forms.	Include DEI updates at regent meetings and implement informal feedback from Regents.	Complete		
Secretary of the University	Support the diverse university community through the VP&S' service on the residency appeals committee, ABIA and the honorary degree committee. The VP&S attends events in support of the Campaign, including support for student scholarships and Student Life programs, as well as events supporting external programs such as the Alumni Association LEAD scholars program, etc., that benefit university students. The staff develops dossiers of broadly diverse potential honorary degree recipients for consideration by the honorary degree committee.	Continue work and advocacy on important campus committees and solicit, research and submit broadly diverse nominees for honorary degrees.	Complete		

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DEI UNIT	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Secretary of the University	Encourage staff to identify, register and attend Learning & Professional Development (formerly HRD) courses, and events on/off campus to improve staff diversity and cultural awareness competencies, cultivate individual skill sets for personal and professional growth and elevate staff core job capabilities.	We will continue to look for opportunities to have diverse speakers and programs from all three campuses at each Regents' meeting, and we will continue to advocate for DEI topics to be presented at professional meetings.			
Secretary of the University	Encourage staff to identify, register and attend Learning & Professional Development (formerly HRD) courses, and events on/off campus to improve staff diversity and cultural awareness competencies, cultivate individual skill sets for personal and professional growth and elevate staff core job capabilities.	We will also continue to provide support with bylaw, recruitment/retention and personnel actions.			
Secretary of the University	Develop Regent meeting agendas that include diverse speakers and topics, including reports of progress on the institutional DEI plans. The VP&S will also participate in DEI presentations at professional meetings with other universities in Michigan and around the country.	The VP&S and office staff will collaboratively identify courses with potential to benefit individuals and/or the unit as a whole.		