To All Members of the University of Michigan Community:

We aspire to achieve the highest levels of excellence at the university, and our dedication to academic excellence for the public good is inseparable from our commitment to diversity, equity and inclusion.

This plan to enhance diversity, equity and inclusion at the University of Michigan reflects those aims, and it was made possible by you, the members of our community. It includes goals, new investments and measures of accountability originated and shaped by your thoughtful input and ideas. It also includes the closely held values you shared with us: your passion for making us better, your belief that all individuals deserve an equal opportunity to succeed and your unwavering dedication to the highest aspirations of our university.

Our community’s determination has spanned generations of students, faculty and staff. Their experiences and hard work to improve diversity, equity and inclusion at the University of Michigan will always be a cherished part of our history. We would not be at this point without their inspiring protests, monumental legal challenges, groundbreaking research and commitment to never give up.

While we are proud to present this document to our community and beyond, we hope that everyone understands that it is both a plan and a pledge. It’s one important step in our journey, but it is far from the end of our commitment. We will continue to assess our progress, test new ideas and have difficult conversations about tough issues. We will listen, and we will learn as we move forward—together.

This plan includes Many Voices, and it represents Our Michigan. Thank you for engaging in this important work with us, and thank you for your dedication to making the University of Michigan a better place for all.

Sincerely,

Mark. S. Schlissel
President

Martha E. Pollack
Provost and Executive Vice President for Academic Affairs

Rob Sellers
Vice Provost for Equity, Inclusion and Academic Affairs

Diversity Executive Leadership Team

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This strategic plan for diversity, equity and inclusion arises in the context of a rich and complex institutional history. Michigan has strived over its first two centuries to broaden its diversity and strengthen its inclusiveness, though those efforts have not always achieved success. It is our imperfect history coupled with our strong tradition of student activism and striving for change that has led us to this next concerted effort to create a diverse, equitable and inclusive environment for our entire campus community.

In the period directly preceding the launch of this planning effort, two important campuswide studies were commissioned by university leadership: the Provost’s Committee on Diversity, Equity & Inclusion (2013) and the Staff Committee on Diversity, Equity & Inclusion (2014). Both committee reports concluded, among other things, that the university needed to do more to recruit and retain a diverse student body, faculty and staff. They also highlighted the need for more robust cultural skills training across all campus constituencies to help create a more inclusive campus environment.

In addition, the findings of both committees resulted in a recommendation that the university conduct a campuswide strategic planning effort around these issues. In September 2015, on the heels of announcing that creating a more diverse, equitable and inclusive campus was among his most important priorities, President Schlissel called upon the university community to develop U-M’s first five-year diversity, equity and inclusion strategic plan.
PLANNING PROCESS

An evolving, comprehensive plan to provide all members of the U-M community the opportunity to thrive and excel

2016-2021
Continue to assess, refine and evaluate

FIVE-YEAR PLAN

OCTOBER 2016: PLAN LAUNCHED

49 unit plans created

200+ engagement events

University plan emerges for support & focus

INPUT FROM 1000s OF FACULTY, STAFF AND STUDENTS

NOVEMBER 2015: Diversity Summit

12-MONTH PLANNING PHASE

UNIVERSITY OF MICHIGAN
than one that was centrally focused. This distributed approach was designed to address the specific challenges and opportunities in local environments across campus, to increase the diversity of those working on the plan and to promote a sense of collective ownership of the final product.

In total, 49 planning units were established—including all 19 schools and colleges, other academic affairs units, student life, athletics, the health system and administrative offices—and scores of unit planning leads were identified to manage the local planning efforts. In September of 2015, the campuswide planning process officially commenced.

The 12-month planning period began with an assessment and community engagement phase. During this time, students, staff and faculty across the campus participated in more than 200 community engagement events, including campuswide activities and many events hosted by schools, colleges and units. Participants contributed ideas and feedback, which were used along with other existing diversity, equity and inclusion-related data to inform the unit plans.

At the end of the planning period, all 49 units had completed strategic plans.

THE CAMPUSWIDE PLAN

The university’s plan serves as an umbrella for the 49 school, college and unit plans. The overarching strategies and major campuswide actions emerged from and reflect the insight and innovation produced by those unit plans. They are intended to support and enhance the unit plans. For that reason, they focus on areas where centrally coordinated and supported programs and initiatives will be most effective. The core campuswide strategies will be:

Overarching Strategy 1: Create an Inclusive and Equitable Campus Climate

We will work to create an environment in which all campus community members are welcomed and supported, and differing perspectives and contributions are sought out and valued. Major new campuswide actions include training to build cultural awareness and inclusiveness skills among staff, students, faculty and leaders; enhancing programming for student support and engagement through the new, centrally located Trotter Multicultural Center; increasing support for students and others experiencing bias; and conducting the first university-wide climate survey.

Overarching Strategy 2: Recruit, Retain and Develop a Diverse Community

Through focused efforts, we will work to build a more diverse student, faculty and staff community on campus and equip individuals with the support and opportunities necessary for their success. Major new campuswide actions include initiatives to build a diverse pipeline of qualified undergraduate and graduate student candidates; support programs to ensure that students have the resources needed to excel on campus; and develop tools to improve hiring and search processes for faculty and staff.

Overarching Strategy 3: Support Innovative and Inclusive Scholarship and Teaching

We will ensure that diversity, equity and inclusion are foundational aspects of our educational program offerings and teaching methodology, and that scholarly research on diversity, equity and inclusion—and the scholars who produce it—are valued and supported. Major new campuswide actions include programs to recruit and financially support faculty whose research centers on these issues; training on inclusive teaching methods; and the development of processes that value diversity, equity and inclusion-related contributions in faculty evaluations and tenure reviews.

The university has committed significant resources to support the programs and initiatives outlined in this plan and in the unit plans. To ensure accountability, each of the actions initiated to achieve these three strategies has been assigned to a clearly identified office.

CONTINUING PROGRAMS AND NEW INFRASTRUCTURE

In addition to the new initiatives outlined in this plan, the many programs and offices established

METRICS AND REPORTING

Because we are committed to holding ourselves accountable for achieving progress under this plan, we will track—over time—metrics that represent important factors in assessing progress toward our goals. We will use these metrics in combination to determine whether specific shifts up or down, or lack of activity, represent positive outcomes relative to creating a more diverse, equitable and inclusive campus. At regular intervals, we will update the community on our progress. This tracking and reporting will occur at the university as well as the school, college and unit levels. Major progress will be evaluated at the end of year three and again at the end of year five.
THE DE&I STRATEGIC PLAN IN ACTION

1 U-M STRATEGIC PLAN

49 UNIT PLANS

STRATEGY 1
Climate

STRATEGY 2
Diverse Community

STRATEGY 3
Scholarship & Teaching

FOUNDATIONAL PROGRAMS

VICE PROVOST FOR EQUITY AND INCLUSION AND CHIEF DIVERSITY OFFICER

METRICS & REPORTING