



DIVERSITY, EQUITY & INCLUSION STRATEGIC PLAN PROGRESS REPORT EXECUTIVE SUMMARY

OCTOBER 2018



YEAR ONE

YEAR TWO

YEAR THREE

YEAR FOUR

YEAR FIVE

MANY
VOICES
OUR
MICHIGAN

A photograph of a grand, classical building with large columns and a wide set of stairs. Several people are walking up and down the stairs. The building has a light-colored facade and large windows. The sky is clear and blue.

YEAR
TWO

EXECUTIVE SUMMARY

This past year has been characterized by a sense of energy and growing momentum as the 50 units representing our vast community continued implementing their DEI plans, launched in year one. In classrooms, labs, offices, lecture halls, meeting spaces and public settings, Michigan's students, faculty and staff engaged in initiatives aimed at creating a university in which resources and opportunities for success are inclusive and equitable, and where everyone feels respected and heard.

A UNIVERSITY-WIDE CHALLENGE

In September 2015, as one of his first official acts as president, Mark Schlissel challenged the U-M community to unite in creating a more diverse, equitable and inclusive campus. To provide an institutional map for achieving that goal, the university would develop a five-year strategic plan for diversity, equity and inclusion.

In keeping with Michigan's broad academic scope and decentralized structure, university leaders launched a distributed process that initially involved 49 individual units, each with its own "local" planning leads. These initial units included all 19 Ann Arbor schools and colleges, other academic affairs units, Student Life, Athletics, Michigan Medicine and various administrative

offices. Since then, the addition of Information and Technology Services and, more recently, the Duderstadt Center has brought the total number of participating units to 51 for the upcoming 2018–2019 academic year.

In September 2016, one year after the president's call to action, each of the units introduced a set of detailed action steps corresponding with the three overarching strategies laid out in the university-wide plan. Together, the nearly 2,000 action items outlined in the unit plans—along with the initial 34 campuswide central action items—formed the basis of the university's Five-Year Strategic Plan for Diversity, Equity & Inclusion.





During year two, the university's 50 participating units initiated and/or completed 2,177 DEI-related action items

YEAR ONE: BUILDING INFRASTRUCTURE, LAUNCHING ACTION PLANS AND MONITORING PROGRESS

On October 6, 2016, all 49 units began implementation of their respective action plans. To assure progress, both the campuswide and individual plans are monitored, evaluated and refined on an ongoing basis.

Among its most significant year one achievements, the university established a central office for Diversity, Equity & Inclusion (DEI) to serve as an organizational hub and support center for the units. DEI operational support was also incorporated into the university's annual budget process. To help identify areas of success and concern, the U-M conducted its first climate survey, and the Division of Student Life piloted an annual Intercultural Development Inventory (IDI) to provide students with an assessment of their intercultural acumen along with training and support programs.

YEAR TWO: MOVING FORWARD, EVALUATING OUTCOMES AND MAKING COURSE ADJUSTMENTS

In year two, we continued to embed DEI in the structures and processes of the university. By way of example: Michigan Medicine partnered with U-M Human Resources to develop faculty and staff recruitment toolkits aimed at creating more diverse candidate pools; similar best practices were implemented within units across the university; deans and other senior officers embarked on a yearlong DEI leadership development experience; 13 schools and colleges made DEI part of their annual faculty review process; and an overwhelming number of units have also incorporated DEI factors in annual staff assessments.

Year two was a period of intense action, assessment and recalibration. In addition to celebrating our successes, which were considerable, we gave close attention to areas where progress was lagging and made necessary changes.

It was also a year rife with challenge. As political strife escalated, the national conversation around

diversity, equity and inclusion became increasingly heated. A series of hateful incidents on campus made for an emotionally challenging year. These events pointed up the dual reality that exists within our community and our country as a rising tide of progress is, at times, met with waves of opposition.

The university's response to these difficulties and challenges has been a strengthening of resolve and a redoubling of efforts. As this report demonstrates, our campus community is moving ahead on many fronts and is successfully implementing scores of initiatives aimed at building a truly diverse, equitable and welcoming campus.

SIGNIFICANT ACHIEVEMENTS OF YEAR TWO

Wolverine Pathways

This innovative pipeline program partners with Southfield, Ypsilanti, and Detroit school districts to reach middle and high school students from underserved communities. The program graduated its first class of 88 scholars in Summer, 2018. Of the 88 scholars, 80 are attending a 4-year college or university (91%). Of these, 45 are currently enrolled on the Ann Arbor campus and 15 are at U-M Dearborn.

Intercultural Development Inventory (IDI) Pilot Program

Having demonstrated its effectiveness in improving targeted learning outcomes, this annual student assessment enlisted the support of U-M faculty to increase its year two participant levels. Student participation in Fall 2018 is expected to more than double. IDI also trained additional staff and faculty to serve as student coaches in intercultural development.

Inclusive Teaching Initiative

As part of the Inclusive Teaching Initiative, the Center for Research on Learning and Teaching (CRLT) increased its offerings to include 23 different workshops on inclusive teaching for faculty across the university, ranging from lecturers and graduate student instructors to tenure track faculty. This was in addition to 34 customized workshops and retreats offered to faculty in nine schools and colleges.

Trotter Multicultural Center

In year two, construction on the new student facility entered its final phase, and a cross-unit team of stakeholders provided recommendations on best-practice programs in cultural competency, heritage and traditions for consideration by the center's newly appointed director.

DEI Leadership Development

A daylong retreat on DEI Leadership for executive officers and deans represented the first step in a yearlong professional development journey for U-M's senior leadership.

Department of Organizational Learning (DOL) DEI Staff Training

To advance leadership training in DEI for managers, supervisors and directors, Michigan Medicine rolled out its new multi-format DEI Lifelong Learning Model, and the U-M Office of Organizational Learning presented more than 700 courses on DEI skill development that engaged 17,000 participants from all campus units with a DEI plan.

Staff Ombudsperson

The university instituted this new position based on the recommendations of a DEI working committee. Beginning in Fall 2018, the Staff Ombudsperson will provide university staff members with impartial conflict resolution services, function as a campuswide policy resource, identify organizational concerns and offer guidance for systems change.

Go Blue Guarantee

Launched in 2018, this program makes college affordable for Michigan families with incomes of \$65,000 or less and assets below \$50,000 by providing financial aid packages totaling, at a minimum, the cost of tuition and mandatory university fees. In the Winter 2018 term, 1,687 students received over \$11 million in institutional support.

Success Connects

Open to all students, this support program enhances academic, social, cultural and personal development through one-on-one professional coaching, mentoring, monthly workshops and, now, tutoring. In year two, program participation increased from 292 to 465 registered scholars.

LSA Collegiate Fellows Program

The program added nine new scholars in year two, bringing the total cohort to 16. Representing disciplines that span the liberal arts and sciences, all of the fellows have been actively engaged in diversity, equity and inclusion efforts through scholarship, teaching and/or service at their prior institutions.

Faculty Leadership Development Fellowships

The university continued to expand the offerings of its New Leadership Academy through partnerships with national organizations and expanded its impact by opening the programs to more U-M faculty and staff. The Academy also developed a MOOC (massive open online course) on leadership practices which is now being used in leadership programs and graduate schools nationwide.

DEI Data Support: Metrics and Reporting

One of our key accomplishments in year two was the development of a DEI Dashboard, designed to help track and generate university-wide, goal-related metrics. The first set of DEI Metrics Reports will be delivered to schools, colleges and units across campus in Fall 2018 to provide categories for continued tracking over time.

Distinguished Diversity Scholar Career Award

In 2017, this newly established award was presented to James S. Jackson, the Daniel Katz Distinguished University Professor of Psychology and former director of the Institute for Social Research, in honor of his outstanding contributions to understanding diversity and addressing disparities in contemporary society. The award has been renamed in honor of Professor Jackson.

Sexual Misconduct

In support of a new campuswide initiative to address sexual misconduct, the Presidential Working Group on Faculty and Staff Sexual Misconduct provided recommendations for policies and programs regarding our mutual responsibility to ensure a safe, equitable and respectful community.

See the full [Year Two Report](#) to review progress summaries for each of the major campuswide DEI initiatives, as well as updates on leadership, foundational programs, metrics and reporting. Also included is a sampling of unit plan highlights, drawn from more than 2,000 DEI-related activities.

For those who wish to learn more about the many other unit-based initiatives that took place in year two, a complete list of [Unit-Based Objectives and Action items](#) is available.

In addition, [each unit's updated year three plan](#) incorporates a summary of activities carried out during year two.



[VIEW THE FULL YEAR TWO STRATEGIC PLAN PROGRESS REPORT](#)



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