Year Five of the DEI Strategic Plan marked substantial effort and progress in a time of formidable challenges. Chief among those challenges: an unrelenting global pandemic, a racial reckoning expressed through massive protests and violent counter-protests and the most divisive political climate in recent memory. As a community, the University of Michigan weathered these historic events, utilizing DEI principles to move through the process. Together, with the continued commitment of university leadership, the dedication of DEI staff, the tireless efforts of DEI Unit Leads, the resilience of students, faculty and staff across campus and guidance and support from the Office of Diversity, Equity and Inclusion, our community continued to make important DEI progress. In addition to providing timely and compassionate support services for those most adversely affected by the pandemic, we introduced new initiatives advancing work on anti-racism, anti-ableism and sexual assault prevention that will focus and propel our work going forward. During the final year of DEI 1.0—the first in a succession of university-wide initiatives focused on building a more diverse, equitable and inclusive campus—we also laid the groundwork for DEI 2.0.

Soon after his inauguration as university president, Dr. Mark Schlissel announced the launch of a five-year strategic plan for creating a more diverse, equitable and inclusive campus community. The DEI Strategic Plan called for each of the university’s 50 units to develop its own set of detailed action steps corresponding with the overarching strategies laid out in a university-wide plan.

By October of 2016, implementation of the nearly 2,000 action items contained in the unit plans was underway. Those actions, along with the initial 34 campuswide central action items—now expanded to 37 central action items and over 2,400 unit action items—formed the basis for the university’s five-year Diversity, Equity and Inclusion Strategic Plan.

YEARS ONE THROUGH FOUR
CREATING MOMENTUM FOR SUSTAINED, SYSTEMIC PROGRESS IN DEI
Years One, Two and Three were a foundational time for the Strategic Plan. During this crucial phase, U-M central administration offices focused on advancing the now 37 campuswide action items in the university plan. Simultaneously, Michigan Medicine and U-M units across campus launched their own DEI strategic plans, aligning their action items with five-year strategic goals. Their shared goal was to develop essential infrastructure, assess needs and monitor progress, with the ultimate aim of creating a more diverse, equitable and inclusive learning community by embedding DEI in the programs, policies and processes of the entire university.
As a direct result of those efforts, the U-M conducted university-wide climate surveys to generate baseline data; trained all university leadership on DEI issues and best practices; created more diverse candidate pools for faculty and staff; piloted an Intercultural Development Inventory (IDI) for students; integrated DEI into the annual faculty and staff review process; and made a Michigan education more accessible and affordable for students from underserved communities.

Despite the onset of COVID-19, progress continued in Year Four as units worked to support hundreds of DEI initiatives. During this difficult time, the university forged ahead—as possible—with a variety of initiatives on topics ranging from sexual and gender-based harassment to xenophobia. Over the course of the year, ODEI became a campuswide resource, developing new and timely offerings that addressed topics ranging from anti-racism to the impacts of COVID.

**YEAR FIVE**

A MILESTONE IN THE ONGOING WORK OF INSTITUTIONAL CULTURE CHANGE

In Year Five, with the pandemic still raging and with the university still operating remotely, the work of promoting diversity, equity and inclusion not only continued but accelerated—spurred on by emerging issues. Every DEI working group focused on addressing the pandemic-related needs of students, faculty and staff, particularly those most vulnerable and at risk.

A variety of new initiatives were introduced to address anti-racism as well as increasing expressions of anti-immigration and xenophobia provoked by the pandemic. Another major campuswide change effort launched in Year Five and guided by the university’s Chief Organizational Learning Officer began working to address sexual harassment intervention and prevention policies, with the goal of creating an environment of mutual respect and accountability. New and ongoing initiatives led by Michigan Medicine focused on tools for researching health disparities and on training programs for recognizing everyday workplace bias.

Among the top priorities of Year Five was creating a leadership transition plan in preparation for Vice Provost of DEI and Chief Diversity Officer Robert Sellers stepping down at the end of the year. At the same time, key individuals from central administration and ODEI also developed a two-year transition plan for evaluating and assessing the work of the past five years, and developing and launching DEI 2.0. The goal of this carefully thought-out strategy is to ensure that, going forward, the university’s efforts in creating a diverse, equitable and inclusive community remain relevant, intentional and impactful.
LOOKING AHEAD

Significant progress has been made since the launch of the university’s initial DEI Strategic Plan in 2016. While, at times, some voices within and outside our community contested the value of DEI, challenging its merit and relevance to the university’s mission, our leadership and our community stayed true to our goals and the critical need for this work as inseparable from our goals for excellence as an institution.

Clearly, we have come a long way in five years. Today, DEI is a core value of the university’s stated mission. The scope, depth and breadth of our achievements to date—in terms of both policies and programs—are strong indicators that DEI is becoming ingrained in our institutional culture.

Great strides have been made. Much has been accomplished. But much remains to be done if we are to foster and sustain a community in which students, faculty and staff not only call the U-M home but also feel at home in this great university.

The work continues and, together, we forge ahead into the next phase.

MOVING FORWARD INTO DEI 2.0

This year marks the conclusion of the university’s initial Diversity, Equity and Inclusion Five-Year Strategic Plan, known as DEI 1.0. It also marks the beginning of a yearlong evaluation process in which central and unit-level content and actions from DEI 1.0 will be thoroughly assessed.

Findings from the evaluation period—to be shared in October of 2022—will help guide a yearlong planning phase for the university’s next DEI strategic plan, DEI 2.0. This second five-year initiative will launch in October of 2023.

During the two-year transition period between strategic plans, the university will continue its DEI-related efforts, providing regular progress updates to the entire campus community. Just as the U-M continues to engage in development activities between campaigns, it will continue DEI commitments in the two years leading up to DEI 2.0. This will include the work of implementation leads across campus.
The most important thing about being the first is that there’s a second.
— Chief Diversity Officer Robert M. Sellers

A LEADERSHIP TRANSITION THAT SETS THE STAGE FOR SUCCESS WITH DEI 2.0

After seven years of leading the Office of Diversity, Equity and Inclusion—and five years of helping guide the U-M community through DEI 1.0—Robert M. Sellers announced he plans to step down from his role as Vice Provost for Equity and Inclusion and Chief Diversity Officer (CDO) in 2022 to allow for “new leadership, new ideas, new energy and new perspectives” in the next phase of DEI planning. Sellers, who has been with the university for 28 years, will remain a tenured faculty member in LSA’s Department of Psychology. There, he notes, he will “continue to work for greater access, greater opportunity and justice for all in every way that I can.”

In his role as CDO, Sellers was a member of the provost’s cabinet—assisting in all areas of academic affairs, including faculty recruitment and retention, tenure and promotion, and faculty development. He also functioned as the university’s spokesperson and advocate for DEI, and provided counsel to U-M President Mark Schlissel on DEI-related matters.

Sellers views the upcoming transition as a positive step for the university’s DEI initiatives:

“It has been a blessing and an honor to serve as Chief Diversity Officer. I’m proud of our achievements and our progress in these last five years. However, there is still much to be done, and leadership positions such as this one invariably benefit from new perspectives and new energy. As someone who has stood on the shoulders of his predecessors, I know that this transition represents success. The university’s DEI efforts are a perpetual work in progress, and we are committed to this ongoing journey in which we never reach our destination. I am confident that my successor will have the skills and dedication to build on the work we’ve done and lead us into the next phase.”
YEAR FIVE HIGHLIGHTS

WOLVERINE PATHWAYS
During its fifth year, this college pipeline initiative for middle and high school students in underserved districts demonstrated its ability to launch successful online programming. Wolverine Pathways is now poised to graduate its fourth class and its largest cohort thus far (162 students). Of the 2021 graduates, 50 percent have been accepted to UM-Ann Arbor and many others have received acceptances from leading public and private colleges and universities worldwide.

INCLUSIVE TEACHING PROGRAMS
Despite pandemic-related constraints, the Center for Research on Learning and Teaching (CRLT) continued to pursue its mission through a growing roster of campuswide and unit-level programs. Offerings included 23 virtual workshops for instructors focused on pedagogy and 46 customized programs for departments, schools and colleges. CRLT also expanded its programs on anti-racist pedagogy and conducted one-on-one consultations with dozens of instructors. During Fall and Winter terms, 2,244 GSIs and undergraduate instructional aides completed modules on inclusive teaching.

GO BLUE GUARANTEE (GBG)
Since its rollout in Winter 2018, GBG has made education on the U-M Ann Arbor campus more affordable for families with incomes of $65,000 or less and assets below $50,000, providing financial aid packages totaling, at minimum, the cost of tuition and mandatory fees. In Fall 2020, 1,428 current students were eligible for GBG and collectively received $20.5 million in institutional and federal support for that term. As of Fall 2021, the Go Blue Guarantee will be extended to qualifying Michigan residents on the Dearborn and Flint Campuses.

TROTTER MULTICULTURAL CENTER
Through intensive effort and innovation, building use shifted from group events to individual study spaces, and the Trotter Multicultural Center was able to function as a welcoming community space throughout the 2020–21 academic year. In all, Trotter presented 50+ virtual programs and workshops for more than 1,900 students on topics ranging from intercultural learning to interfaith programming. The Center also conducted 1,041 Intercultural Development Inventories (IDI), and coordinated 525 individual results meetings.

DEI EDUCATION & TRAINING RESOURCES FOR STAFF AND FACULTY
Organizational Learning (OL) used its DEI Lifelong Learning Model to design resources that included just-in-time programming focused on anti-racism and the national election. To support remote and hybrid work, OL also introduced Digital Accessibility Bootcamp 1.0 and a Digital Accessibility Starter Kit. OL partnered with other campus units to offer online events on topics ranging from the murder of George Floyd to gender bias for leaders. Since the DEI launch in October 2016, Organizational Learning and the Office of Health Equity and Inclusion, together, offered 1,242 instructor-led courses that reached 36,891 participants.

GENDER-BASED AND SEXUAL MISCONDUCT PREVENTION
In Year Four, Organizational Learning (OL) launched "Cultivating a Culture of Respect," a mandatory online training for faculty and staff designed to raise awareness of U-M’s commitment to creating a safe, harassment-free environment. During Year Five, OL built on that effort by partnering with CRLT to develop a hybrid version of a daylong workshop for university leaders centered on cultivating climates resistant to sexual harassment. In all, 170 participants completed the asynchronous course and 191 attended three synchronous sessions.
SUCCESSCONNECTS
Year Five demonstrated the importance of SuccessConnects as an anchor program for underserved students and community-based success. In all, 2,280 students participated in one-on-one coaching sessions—an increase of 25 percent from the prior year—and more than 1,375 tutoring sessions were conducted. New offerings included online peer support chats, a four-week summer data science program, and leadership and professional development training for SuccessConnects’ 60 student employees.

LSA COLLEGIATE FELLOWS PROGRAM
This initiative aims to recruit and retain 50 exceptional early-career scholars in all liberal arts fields with a sustained commitment to building an inclusive and diverse intellectual community. To date, LSA has recruited 37 Collegiate Fellows; of these, 15 are in tenure-track faculty positions as of Fall 2020, 21 with concurrent tenure-track offers following their two-year fellowship, and one who moved directly to the tenure track. Changes made in Year Five offered departments greater flexibility in using the program to recruit faculty with demonstrated success in DEI work. Additionally, LSA will begin a pilot to require diversity statements in 2021–2022, extending the existing practice used by the Collegiate Fellows program to all LSA faculty hiring.

FIRST GENERATION STUDENT SUPPORT
Despite the pandemic, programming—and progress—continued. Student interns conducted a user experience (UX) design assessment of the First Generation Gateway website, which will be used to upgrade the site. The Internship Action Team, a partnership between the Gateway and the University Career Center, launched an initiative to assist first-generation students in applying for summer internships. Also in Year Five, U-M became a First Forward Advisory Institution and will lead the Great Lakes regional cohort.

INCLUSIVE FACILITIES
The Student IDEA (Inclusion, Diversity, Equity and Accessibility) Board was formed in Year Three to assess U-M’s infrastructure in terms of its ability to support and include students impacted by barriers relating to disability, accessibility or ableism. In Year Five, the university continued implementing IDEA Board recommendations: creating an accessibility map of general fund buildings; introducing all campus design managers to new training protocols such as the ADA Checklist; and delivering presentations on digital accessibility to instructors.

FACULTY LEADERSHIP DEVELOPMENT FELLOWSHIPS
With an emphasis on cutting-edge and next-generation scholarship, this initiative seeks to recruit and support faculty across campus and beyond whose research addresses DEI issues. In Year Five, a third cohort of four high-achieving faculty were submitted to and approved as University Diversity & Social Transformation Professors (UDSTPs) by the Board of Regents in July, 2021.

URBAN SCHOOL INITIATIVE
This program aims to overcome the institutional barriers and systemic inequalities that prevent outstanding students in diverse and underserved communities from applying to and attending the U-M. During Fall 2020, outreach efforts yielded a 132 percent application increase among interested prospective students from 2020, with 149 students applying and 91 admitted as first-year undergraduates. The 32 students who matriculated are projected to enroll in at least four of the seven U-M units admitting first-year students.

TO VIEW THE FULL YEAR FIVE DEI PROGRESS REPORT, VISIT: DEIREPORT.UMICH.EDU
Regents of the University of Michigan: Jordan B. Acker, Michael J. Behm, Mark J. Bernstein, Paul W. Brown, Sarah Hubbard, Denise Ilitch, Ron Weiser, Katherine E. White, Mark S. Schlissel, ex officio

Nondiscrimination Policy Statement
The University of Michigan, as an equal opportunity/affirmative action employer, complies with all applicable federal and state laws regarding nondiscrimination and affirmative action. The University of Michigan is committed to a policy of equal opportunity for all persons and does not discriminate on the basis of race, color, national origin, age, marital status, sex, sexual orientation, gender identity, gender expression, disability, religion, height, weight, or veteran status in employment, educational programs and activities, and admissions. Inquiries or complaints may be addressed to the Senior Director for Institutional Equity, and Title IX/Section 504/ADA Coordinator, Office for Institutional Equity, 2072 Administrative Services Building, Ann Arbor, Michigan 48109-1432, 734-763-0235, TTY 734-647-1388, institutional.equity@umich.edu. For other University of Michigan information call 734-764-1817.