





UM DEI Plan Progress Update: Year 4

School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
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.	Complete	●	
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)	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.	Complete	●	
ADVANCE Program	Increase follow-up after faculty recruitments.	Improve tracking of search outcomes.	In Progress	●	Halfway Complete
ADVANCE Program	Increase follow-up after faculty recruitments.	Collect post-interview feedback about search process from those who participated (e.g., search committee members).	In Progress	●	Almost Complete
ADVANCE Program	Expand President's Postdoctoral Fellowship Program.	Increase number of fellows if/when resources available.	Not Started	●	
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	Expand the new Faculty Launch Program.	Expand use of Launch Committees for new faculty campus-wide.	Complete	●	
ADVANCE Program	Expand the new Faculty Launch Program.	Pilot and assess new model for managing Launch Committees.	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	Increase support after departmental climate assessments.	Offer post-assessment support to units including: Good practices document. This document, consultation with ADVANCE leadership and/or outside experts.	Complete	●	
ADVANCE Program	Increase support after departmental climate assessments.	Encourage units to prepare an Action Plan after climate assessments.	Complete	●	
ADVANCE Program	Expand use of ADVANCE allies, including members of advisory committees, faculty with interest in ADVANCE goals.	Work to develop and rely on faculty allies. More fully engage our advisory boards, ad hoc groups, and attendees at various workshops.	In Progress	●	Halfway Complete
ADVANCE Program	Design additional interventions addressing climate issues and evaluation of faculty.	We initiated a new effort aimed at faculty climate last year via the RISE Committee. The committee discusses a broad range of topics relevant to climate and evaluation, reads relevant literature and consults with campus and external experts, and develops 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).	In Progress	●	Almost 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.	In Progress	●	Almost Complete
ADVANCE Program	Educate our community on sexual harassment and misconduct prevention.	We will support unit-level participation in mandatory training. Staff members are also encouraged to attend the CRLT Players offering on sexual harassment.	Complete	●	



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ADVANCE Program	Enhance family-friendly policies and supports for faculty campus-wide.	Develop a program to defray dependent-care costs associated with work-related travel. Our new SUCCEED grants, as well as our Crosby grants, address some needs. We will continue to work with units to develop their own programs, and to encourage a campus-wide program.	In Progress		Somewhat Complete
ADVANCE Program	Enhance family-friendly policies and supports for faculty campus-wide.	Increase the availability of high-quality, accessible, affordable infant care. Continue to advocate for campus-wide efforts.	In Progress		Just Started
ADVANCE Program	Enhance family-friendly policies and supports for faculty campus-wide.	Develop a standard tuition assistance program for faculty. Continue to advocate for campus-wide efforts.	Not Started		
ADVANCE Program	Enhance family-friendly policies and supports for faculty campus-wide.	Continue to improve dual-career support processes.	Complete		
ADVANCE Program	Enhance family-friendly policies and supports for faculty campus-wide.	Expand the Crosby Fund.	Not Started		
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, and develop new programming to meet those needs.	Complete		
ADVANCE Program	Continue to identify unmet faculty development needs.	Expand coaching program as funding allows.	Not Started		
ADVANCE Program	Continue to identify unmet faculty development needs.	Identify needs unique to postdoctoral fellows and non-tenure tracks.	Complete		
ADVANCE Program	Continue to identify unmet faculty development needs.	Identify needs unique to the book disciplines. Offer SUCCEED grants (new in AY19).	Complete		
Academic Innovation	Create opportunities for AI staff to contribute expertise and skills to the learning and growth of both colleagues and the Southeast Michigan community.	Create regular opportunities for AI staff to voluntarily share talents/skills with colleagues.	Complete		
Academic Innovation	Create opportunities for AI staff to contribute expertise and skills to the learning and growth of both colleagues and the Southeast Michigan community.	Create regular opportunities for AI staff, as a whole or in small groups, to volunteer with local non-profits.	Complete		
Academic Innovation	Ensure that Academic Innovation is an office where student employees get appropriate professional development aligned with their interests and our shared expertise.	Create regular opportunities for student employees to meet with and learn from FTEs in the office who are on different teams/projects from the students (including office senior leadership).	Complete		
Academic Innovation	Ensure that Academic Innovation is an office where student employees get appropriate professional development aligned with their interests and our shared expertise.	Invite experts from outside of Academic Innovation to present (virtually or face-to-face) to student employees to broaden the students' understanding of the academic innovation and educational technology landscape.	In Progress		Halfway Complete
Academic Innovation	Ensure that Academic Innovation is an office where student employees get appropriate professional development aligned with their interests and our shared expertise.	Survey supervisors of student employees about what training or resources they need to feel efficacious as mentors/supervisors.	Complete		
Academic Innovation	Ensure that Academic Innovation is an office where student employees get appropriate professional development aligned with their interests and our shared expertise.	Provide appropriate resources after analyzing the survey data.	Complete		
Academic Innovation	Ensure that all experiences designed by Academic Innovation are as accessible as possible to a diverse community.	Train new members of the online learning experience teams in best practices for accessible course/learning experience development.	Complete		
Academic Innovation	Ensure that all experiences designed by Academic Innovation are as accessible as possible to a diverse community.	Train new members of the software development and user experience design teams in best practices for building and designing accessible web applications.	Complete		
Academic Innovation	Ensure that all experiences designed by Academic Innovation are as accessible as possible to a diverse community.	Provide professional development to all Academic Innovation staff around effective language and practices for creating a welcoming and inclusive environment for guests to our spaces and attendees at our events.	In Progress		Halfway Complete


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Academic Innovation	Ensure that all staff have access to information about potential promotion pathways within Academic Innovation, access to professional development opportunities in their field, access to professional development around fostering an inclusive and equitable workplace, regular access to formative feedback on their performance, and information on the pathways available for conflict resolution and support to use those pathways as appropriate.	Write clear explanations of the criteria needed to move from more junior positions to senior positions in partnership with an HR specialist.	In Progress		Somewhat Complete
Academic Innovation	Ensure that all staff have access to information about potential promotion pathways within Academic Innovation, access to professional development opportunities in their field, access to professional development around fostering an inclusive and equitable workplace, regular access to formative feedback on their performance, and information on the pathways available for conflict resolution and support to use those pathways as appropriate.	Survey supervisors of regular and temporary employees about what training and/or resources they need to feel efficacious providing direct feedback to their teams and colleagues.	In Progress		Almost Complete
Academic Innovation	Ensure that all staff have access to information about potential promotion pathways within Academic Innovation, access to professional development opportunities in their field, access to professional development around fostering an inclusive and equitable workplace, regular access to formative feedback on their performance, and information on the pathways available for conflict resolution and support to use those pathways as appropriate.	Using the new bandwidth tracker, supervisors will check that direct reports have bandwidth to pursue agreed upon professional development.			
Academic Innovation	Ensure that all staff have access to information about potential promotion pathways within Academic Innovation, access to professional development opportunities in their field, access to professional development around fostering an inclusive and equitable workplace, regular access to formative feedback on their performance, and information on the pathways available for conflict resolution and support to use those pathways as appropriate.	The DEI strategy working group will plan and execute a series of events to provide Academic Innovation staff training around DEI issues.	Complete		
Academic Innovation	Ensure that all staff have access to information about potential promotion pathways within Academic Innovation, access to professional development opportunities in their field, access to professional development around fostering an inclusive and equitable workplace, regular access to formative feedback on their performance, and information on the pathways available for conflict resolution and support to use those pathways as appropriate.	Create a list of DEI related professional development opportunities and post it to the AI Intranet.	Not Started		
Academic Innovation	Ensure that all staff have access to information about potential promotion pathways within Academic Innovation, access to professional development opportunities in their field, access to professional development around fostering an inclusive and equitable workplace, regular access to formative feedback on their performance, and information on the pathways available for conflict resolution and support to use those pathways as appropriate.	Provide appropriate resources after analyzing the survey data.			

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Academic Innovation	Ensure that all staff have access to information about potential promotion pathways within Academic Innovation, access to professional development opportunities in their field, access to professional development around fostering an inclusive and equitable workplace, regular access to formative feedback on their performance, and information on the pathways available for conflict resolution and support to use those pathways as appropriate.	Continue to proactively ask about concerns and proactively share resources for conflict resolution: Encourage supervisors to 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		
Academic Innovation	Ensure that all staff have access to information about potential promotion pathways within Academic Innovation, access to professional development opportunities in their field, access to professional development around fostering an inclusive and equitable workplace, regular access to formative feedback on their performance, and information on the pathways available for conflict resolution and support to use those pathways as appropriate.	Continue to proactively ask about concerns and proactively share resources for conflict resolution: Continue to encourage staff to report concerns for resolution to management and/or the Office of Institutional Equity (OIE), as needed.	Complete		
Academic Innovation	Engage in recruiting and hiring practices that maximize the diversity of the applicant pool, minimize the micro aggressions candidates experience during the interview process, and minimize the impact of implicit biases on hiring decisions.	Review current resources on micro aggression and bias in hiring and reflect on potential updates. Share revised/refreshed doc broadly (Ops Drop and Intranet).	Complete		
Academic Innovation	Engage in recruiting and hiring practices that maximize the diversity of the applicant pool, minimize the micro aggressions candidates experience during the interview process, and minimize the impact of implicit biases on hiring decisions.	Evaluate and determine opportunities to expand on our current list of job posting locations. Set a regular cadence for review.	Complete		
Academic Innovation	Engage in recruiting and hiring practices that maximize the diversity of the applicant pool, minimize the micro aggressions candidates experience during the interview process, and minimize the impact of implicit biases on hiring decisions.	Review hiring manager checklist to identify opportunities to expand awareness of job posting, microaggression, bias, and other resources and include an opportunity to discuss the importance of the topics at a management team meeting.	Complete		
Academic Innovation	Develop regular processes for assessing the climate for and experiences of learners in our learning experiences, faculty partners who innovate with us, and our staff.	Review survey responses from MOOC learners on a quarterly basis to identify particularly inclusive or problematic elements in our online courses and iterate on those elements as appropriate.	Complete		
Academic Innovation	Develop regular processes for assessing the climate for and experiences of learners in our learning experiences, faculty partners who innovate with us, and our staff.	Integrate new DEI-related questions into the MOOC surveys as appropriate.	Complete		
Academic Innovation	Develop regular processes for assessing the climate for and experiences of learners in our learning experiences, faculty partners who innovate with us, and our staff.	Develop a methodology for assessing the faculty experience of working with our office and act on that data as appropriate.	In Progress		Almost Complete
Academic Innovation	Develop regular processes for assessing the climate for and experiences of learners in our learning experiences, faculty partners who innovate with us, and our staff.	Publicize on the AI Intranet and at all-hands meetings the University provided channels to express concerns about climate and/or compliance.	Complete		
Academic Innovation	Develop regular processes for assessing the climate for and experiences of learners in our learning experiences, faculty partners who innovate with us, and our staff.	Regularly review data from exit interviews for concerns about climate.	Complete		
Academic Innovation	Develop programming, open to the campus and beyond, to support our community's understanding of DEI issues specifically related to innovation, technology and teaching/learning.	Build off the pilot of AIM for DEI and launch a more extensive seminar series that highlights experts from within the University community and from beyond.	Complete		











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Academic Innovation	Develop programming, open to the campus and beyond, to support our community's understanding of DEI issues specifically related to innovation, technology and teaching/learning.	Host a symposium, in collaboration with the School of Education, focusing on the life and work of the late philosopher, Dr. Maxine Greene.			
Academic Innovation	Develop programming, open to the campus and beyond, to support our community's understanding of DEI issues specifically related to innovation, technology and teaching/learning.	Embed conversations about DEI into the suite of AI showcase events.	Complete		
Academic Innovation	Increase the number of partnerships we have with on-campus groups (and individuals) working to serve underrepresented learners and under resourced communities.	Move preliminary conversations from this past year with Wolverine Pathways and others to concrete projects.	Complete		
Academic Innovation	Increase the number of partnerships we have with on-campus groups (and individuals) working to serve underrepresented learners and under resourced communities.	Assess the impact of the projects funded through the Spring 2019 Academic Innovation Fund call for DEI proposals.	In Progress		Halfway Complete
Academic Innovation	Provide resources to our faculty partners on how to innovate with inclusion, equity, accessibility and diversity as an implicit goal.	Reframe our accessibility checklists as resources to be shared with faculty near the kick-off of their project(s).	Complete		
Academic Innovation	Provide resources to our faculty partners on how to innovate with inclusion, equity, accessibility and diversity as an implicit goal.	Review materials about accessibility and inclusive teaching that are included in our trainings/academies for faculty to ensure they are up-to-date with best practices.	Complete		
Academic Innovation	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.	Complete		
Athletics	Increase the percentage of women and underrepresented minorities in full-time athletics positions year over year.	Create draft internship program to increase opportunities, grow the pipeline of potential Athletics staff members to present to Leadership Team by February 2020.	Complete		
Athletics	Increase the percentage of women and underrepresented minorities in full-time athletics positions year over year.	Increase awareness of and prevent bias in hiring practices among managers and head coaches by offering an unconscious bias training.	Complete		
Athletics	Increase the percentage of women and underrepresented minorities in full-time athletics positions year over year.	Continue to track and analyze staff demographic data to assess areas of concern.	Complete		
Athletics	Increase the percentage of women and underrepresented minorities in full-time athletics positions year over year.	Create draft Athletics Staff Development program designed to increase opportunities, limit barriers for advancement to present to Leadership Team by February 2020.	In Progress		Somewhat Complete
Athletics	Increase the percentage of underrepresented minority student-athletes year over year.	Increase awareness of and prevent bias in recruiting practices among coaches by offering an unconscious bias training.	Not Started		
Athletics	Increase the percentage of underrepresented minority student-athletes year over year.	Continue to track and analyze student-athlete demographic data (including international student-athletes and non-resident alien) to assess areas of concern.	Complete		
Athletics	Increase the percentage of underrepresented minority student-athletes year over year.	Continue to evaluate student-athlete recruiting and retention practices.	In Progress		Somewhat Complete
Athletics	Increase the percentage of underrepresented minority student-athletes year over year.	Present year-over-year student-athlete demographic data to coaching staffs.	In Progress		Somewhat Complete
Athletics	Increase the percentage of underrepresented minority student-athletes year over year.	Assess feasibility of obtaining reports that disclose demographic data of recruits.	In Progress		Somewhat Complete
Athletics	Increase the percentage of underrepresented minority student-athletes year over year.	Engage Sport Administration in assessing the methodology and effectiveness of student-athlete exit interview process.	In Progress		Halfway Complete
Athletics	Engage staff in the creation and integration of a culture of respect that can be reflected in day-to-day department operations.	Organize a town hall and conduct electronic survey(s) to gather feedback from staff regarding the definition of respect.	In Progress		Somewhat Complete














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Athletics	Engage staff in the creation and integration of a culture of respect that can be reflected in day-to-day department operations.	Continue to include the question about culture of respect in annual staff performance reviews.	Not Started		
Athletics	Engage staff in the creation and integration of a culture of respect that can be reflected in day-to-day department operations.	Ask each leadership team member to engage their respective teams in discussion about respect or related topics within unit.	Complete		
Athletics	Engage staff in the creation and integration of a culture of respect that can be reflected in day-to-day department operations.	Incorporate the theme of "Creating a Culture of Respect" into internal and external facing electronic communications.	Not Started		
Athletics	Engage staff in the creation and integration of a culture of respect that can be reflected in day-to-day department operations.	Create handouts (posters, stickers, etc.) to reinforce messaging and encourage buy-in.	Not Started		
Athletics	Increase awareness of strategic plan, initiatives, and events to educate Athletics constituents about DEI and better support our diverse community.	Utilize available channels and platforms to share information, promote events and provide updates from ODEI and Athletics DEI committee to staff and student-athletes.	Complete		
Athletics	Increase awareness of strategic plan, initiatives, and events to educate Athletics constituents about DEI and better support our diverse community.	Athletics DEI committee members will share information within respective units in regular meetings or via email when appropriate.	Complete		
Athletics	Increase awareness of strategic plan, initiatives, and events to educate Athletics constituents about DEI and better support our diverse community.	Work with HR, leadership team, supervisors to include DEI presentation in onboarding sessions for new hires.	In Progress		Almost Complete
Athletics	Increase awareness of strategic plan, initiatives, and events to educate Athletics constituents about DEI and better support our diverse community.	Work with leadership team members to include a DEI presentation and/or inclusive training in each department's full-time and/or temp staff training sessions or meetings.	In Progress		Almost Complete
Athletics	Increase awareness of strategic plan, initiatives, and events to educate Athletics constituents about DEI and better support our diverse community.	Offer inclusive training for all staff.	Complete		
Athletics	Promote a safe and supportive environment in Athletics by educating our community on sexual harassment and misconduct prevention, and by ensuring that staff and student-athletes understand and feel free to report conflicts and concerns.	Support unit-level participation in mandatory training.	Complete		
Athletics	Promote a safe and supportive environment in Athletics by educating our community on sexual harassment and misconduct prevention, and by ensuring that staff and student-athletes understand and feel free to report conflicts and concerns.	Work with HR, Leadership Team, and Sport Administration to clarify methods of conflict resolution for staff and student-athletes.	Not Started		
Athletics	Promote a safe and supportive environment in Athletics by educating our community on sexual harassment and misconduct prevention, and by ensuring that staff and student-athletes understand and feel free to report conflicts and concerns.	Work with HR to provide staff with resources to address concerns and issues related to safety and healthy environment.	Not Started		
Athletics	Increase feelings of belongingness and value within Athletics community by breaking down silos and building a stronger sense of community.	Provide support to Athletics staff resource/affinity groups and provide staff with information about related campus groups.	In Progress		Almost Complete
Athletics	Increase feelings of belongingness and value within Athletics community by breaking down silos and building a stronger sense of community.	Continue to offer staff pairing networking opportunity.	In Progress		Almost Complete
Athletics	Increase feelings of belongingness and value within Athletics community by breaking down silos and building a stronger sense of community.	Survey staff to determine interests and identify opportunities for engagement.	Not Started		

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Athletics	Increase feelings of belongingness and value within Athletics community by breaking down silos and building a stronger sense of community.	Partner with and establish DEI liaison to the Athletics "Fun Committee" to create opportunities for staff to engage in non-work settings.	Complete		
Athletics	Increase feelings of belongingness and value within Athletics community by breaking down silos and building a stronger sense of community.	Offer suggestions to make department meetings more inclusive, comfortable, and active.	Complete		
Athletics	Increase feelings of belongingness and value within Athletics community by breaking down silos and building a stronger sense of community.	Ensure that student-athletes have a voice and active role in DEI efforts by establishing student-athlete liaison to committee and providing support to, sharing information with SAAC and other affinity groups.	In Progress		Almost Complete
Athletics	Celebrate diversity and inclusion.	Create calendar using national days/months, holidays, etc. and use available electronic platforms and physical spaces to educate, commemorate history, and share stories.	Complete		
Athletics	Celebrate diversity and inclusion.	Collaborate with External Relations to brainstorm and incorporate diverse and inclusive initiatives or causes in-game.	Complete		
Athletics	Celebrate diversity and inclusion.	Establish a staff and student-athlete planning group for annual MLK symposium.	Complete		
Athletics	Celebrate diversity and inclusion.	Add DEI-related topics and expand the use of Gratitude and Acknowledgement cards to recognize staff efforts to promote inclusivity.	In Progress		Somewhat Complete
Athletics	Continue to identify the areas within our facilities that are not ADA compliant and brainstorm ideas to create more inclusive spaces.	Check in annually with COO and Project manager regarding ADA compliance, signage, and inclusive spaces in existing facilities.	Complete		
Business & Finance	Enhance career path development and advancement opportunities.	B&F will continue to explore and implement strategies to support career/professional development for staff at all levels, drawing on tools such as the Development Journey, DEI Lifelong Learning and Leadership Expectation models developed by the Department of Organizational Learning to guide this work where possible.	Complete		
Business & Finance	Enhance career path development and advancement opportunities.	Select B&F areas will continue to address the need for succession planning in key positions beyond the top three levels of leadership.	In Progress		Somewhat Complete
Business & Finance	Enhance career path development and advancement opportunities.	Consider recommendations for on-the-job development opportunities for staff; develop implementation plan.	In Progress		Halfway Complete
Business & Finance	Enhance career path development and advancement opportunities.	Consider recommendations for workplace flexibility opportunities for staff; develop implementation plan.	Complete		
Business & 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. Collaborate with Organizational Learning to complete a train-the-trainer program for the new in-person Unconscious Bias-Hiring & Selection course so the training can be provided to campus and UM departments.	Complete		
Business & 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, utilize recommendations developed by working group in FY19 for new hires.	Complete		
Business & Finance	Cultivate an inclusive and diverse applicant pool and attract and maintain a diverse staff.	Expand approach to behavior-based interviewing across F&O and augment hiring processes by incorporating tools such as interview architect, interview templates, and standard competencies that promote positive organizational principles.	Complete		

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Business & Finance	Cultivate an inclusive and diverse applicant pool and attract and maintain a diverse staff.	Select B&F areas will continue to develop new, or review existing, orientation and onboarding processes for new employees, looking for ways to make the processes more welcoming and inclusive.	Complete		
Business & Finance	Continue to build and track the cultural competency of B&F managers, supervisors and staff.	Use climate survey, employee engagement survey, and other data to develop a customized education and learning plan to address issues within the microclimates of the B&F areas.	Complete		
Business & 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?"	In Progress		Almost Complete
Business & Finance	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.	Complete		
Business & 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 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.	In Progress		Halfway Complete
Business & Finance	Commit to improve the B&F culture related to diversity, equity and inclusion by building awareness of the University's commitment.	Continue to monitor awareness of B&F upper management, regarding their knowledge of the B&F DEI plan, to ensure awareness and related activity remains high.	Complete		
Business & Finance	Build a more inclusive cross-functional community within B&F via events, communication and establishing routinized mechanisms to solicit and respond to ongoing employee engagement.	Implement at least one engagement mechanism in each area within B&F (such as town halls, diversity cafes, etc.) to raise awareness of diversity, equity and inclusion issues.	Complete		
Business & Finance	Build a more inclusive cross-functional community within B&F via events, communication and 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 a positive organizational culture and give staff access to leadership.	Complete		
Business & Finance	Build a more inclusive cross-functional community within B&F via events, communication and 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 & Finance	Create and maintain robust accountability and self-assessment systems and techniques for conflict identification and resolution (including discrimination, bias, harassment, inequity).	Promote 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 towards achieving a more diverse staff.	Continue to build out inclusive hiring policies.	In Progress		Somewhat Complete
Bentley Historical Library	Progress towards achieving a more diverse team of student employees.	Continue to build out inclusive hiring policies.	In Progress		Somewhat Complete
Bentley Historical Library	Activating of leadership principles by director, associate director, and two assistant directors.	Ongoing communication to staff of leadership principles including their relevance to DEI for conflict resolution.	In Progress		Somewhat Complete

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Bentley Historical Library	Enhanced communication between staff, student employees, volunteers and Bentley leadership including director, associate director, two assistant directors, and business administrator.	Ongoing communication to staff from leadership.	In Progress		Somewhat 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 a new boot camp orientation and advising of project archivists, including on the development of a program to organize and host a meeting for all staff with a visiting leader in the archival profession.	In Progress		Halfway 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.	Continuation of an Mcubed Project entitled "Engaging the Archives: Researching Best Practices for Student Success in the Archives."			
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 UM School of Information.	In Progress		Somewhat Complete
Bentley Historical Library	Enhance the undergraduate learning experience in the archives.	Preparing publication in fall 2019 of select presentations from national symposium hosted by the Bentley Historical Library on Teaching Undergraduates with Archives.	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	Continue to create more inclusive classroom environments.	Continue to send material about accessibility to faculty and seek other ways to inform instructors and students about inclusion at the Bentley.	In Progress		Halfway Complete
Bentley Historical Library	Continue to create more inclusive classroom environments.	Develop, in consultation with CRLT, a post-class assessment tool that helps to measure a sense of inclusion in the classroom.	Not Started		
Bentley Historical Library	Continue to create more inclusive classroom environments.	Bring together related units on campus to engage in collaboration around inclusive teaching practices within libraries, archives, and special collections.	Complete		
Bentley Historical Library	Continue to create more welcoming public spaces for students who are learning and researching at the Bentley.	Continue to create hallway and seminar room spaces that reflect student interests and demonstrate that students belong at the Bentley.	In Progress		Almost Complete
Bentley Historical Library	Continue to create more welcoming public spaces for students who are learning and researching at the Bentley.	Continue to allow students the space to gather before class sessions begin, and seek other ways to welcome students to the library prior to and as they arrive, for example with email or other messages.	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.	The installation of new visual displays in public and work spaces.	In Progress		Just Started
Bentley Historical Library	Enhance internal staff dynamics as they pertain to promoting an equitable and inclusive staff climate.	Continue to implement findings from four internal committees focusing on compensation equity, social life of staff, Project Archivist Program, and communication.	In Progress		Somewhat 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 and to participate in other meetings on campus and at professional conference sessions on accessibility.	In Progress		Halfway Complete
Bentley Historical 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.	Complete		

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
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 operationalize records management program administered by the Bentley Historical Library.	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.	In Progress		Halfway Complete
Bentley Historical Library	Sustain the success of the University of Michigan Bicentennial in 2017.	Ongoing support to all programs and courses.	In Progress		Somewhat Complete
Bentley Historical Library	Sustain the success of the University of Michigan Bicentennial in 2017.	Launch of online access to historical records of the Department of Afroamerican and African Studies.	Complete		
Center for the Education of Women	CEW+ will develop a model to understand CEW+'s financial impact by unit with a focus on support to students, staff, and faculty. The goal is for this model to lead to more nuanced models of reporting CEW+ impact to units and departments.	The financial impact model will be tested with the following funding programs: emergency funds, scholarships, fellowships, WOCAP professional development funds, WCTF professional development funds, Riecker grants , and Frances and Sydney Lewis sponsorships.	In Progress		Somewhat 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.	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	Promote career development of WOCAP members.	Continue to implement Write-Ins and Writing Retreats for WOCAP members.	Complete		
Center for the Education of Women	Promote career development of WOCAP members.	Continue to implement leadership development initiatives for WOCAP members.	In Progress		Halfway Complete
Center for the Education of Women	Promote career development of WOCAP members.	Continue to organize Community Conversations for WOCAP members on various topics of interest.	In Progress		Somewhat Complete
Center for the Education of Women	Promote career development of WOCAP members.	Continue to disseminate information about resources (e.g. career development programs, funding opportunities) to WOCAP members.	Complete		
Center for the Education of Women	Build community among WOCAP members.	Organize spring end-of-year celebration dinner to recognize WOCAP members' yearlong accomplishments.	In Progress		Just Started
Center for the Education of Women	Build community among WOCAP members.	Plan activities to organize groups around specific interests and issues of relevance to WOCAP Members as a component of the 25th anniversary of WOCAP.	In Progress		Just Started
Center for the Education of Women	Build community among WOCAP members.	Reintroduce community conversations as a component of the 25th anniversary of WOCAP.	In Progress		Somewhat Complete
Center for the Education of Women	Build community among WOCAP members.	Organize fall welcome dinner for WOCAP members to promote networking and informal connections.	Complete		
Center for the Education of Women	Build community among WOCAP members.	Use various social media to promote networking and connection among WOCAP members.	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 UM HR to develop and pilot an online mini course that includes information about the emerging needs of nontraditional students.	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 information about the Coalition and related events.	Complete		

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Center for the Education of Women	WCTF will support the professional development of WCTF members by providing career development events and networking opportunities.	WCTF Facebook and Twitter pages will include upcoming career planning and networking events.	Complete		
Center for the Education of Women	WCTF will support the professional development of WCTF members by providing career development 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		Somewhat Complete
Center for the Education of Women	CEW+ and WCTF will increase attendance and quality of its leadership trainings offered to staff by partnering with University Human Resources (UHR), Michigan Medicine Human Resources, and CEW+'s corporate engagement partners.	Schedule a meeting with training leads from U-M HR and Michigan Medicine HR to determine what types of programs we could co-sponsor over the next year.	In Progress		Halfway Complete
Center for the Education of Women	CEW+ and WCTF will increase attendance and quality of its leadership trainings offered to staff by partnering with University Human Resources (UHR), Michigan Medicine Human Resources, and CEW+'s corporate engagement partners.	Work with corporate partners to identify speakers for the 2020 WCTF Conference and other leadership training programs.	In Progress		Almost Complete
Center for the Education of Women	Increase the diversity of WCTF membership by intersections of identity and job classification type with a special focus on staff in Plant Operations and Maintenance. All staff are welcome to become members.	Incorporate technology (BlueJeans video-conferencing) to increase participation in the WCTF membership meetings.	Complete		
Center for the Education of Women	Increase the diversity of WCTF membership by intersections of identity and job classification type with a special focus on staff in Plant Operations and Maintenance. All staff are welcome to become members.	CEW+ will continue to disseminate information regarding career and professional development resources to individuals in the service/maintenance job families.	Complete		
Center for the Education of Women	Increase the diversity of WCTF membership by intersections of identity and job classification type with a special focus on staff in Plant Operations and Maintenance. All staff are welcome to become members.	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		Somewhat 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 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	To contribute to U-M's current understanding of the nontraditional student experience across campus and emerging needs over time.	Roll out COUNTS Toolkit to the U-M Community.	Complete		
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 sexual harassment and misconduct prevention training.	Complete		
Center for the Education of Women	Establish a process for CEW+ to serve as a resource to units that are planning staff trainings and are seeking to address the issues and concerns around the career advancement of WOC staff.	CEW+ Program Management Team will expand its workshop presentations that are designed to support and enhance inclusive work environments for staff.	Complete		
Center for the Education of Women	Establish a process for CEW+ to serve as a resource to units that are planning staff trainings and are seeking to address the issues and concerns around the career advancement of WOC staff.	CEW+ will maintain a list of presenters with expertise on diversity issues who conduct leadership and professional development trainings.	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 staff trainings and are seeking to address the issues and concerns around the career advancement of WOC staff.	Update the CEW+ webpage to include the presenter list.	In Progress		Somewhat Complete

















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Center for the Education of Women	Establish a process for CEW+ to serve as a resource to units that are planning staff trainings and are seeking to address the issues and concerns around the career advancement of WOC staff.	CEW+, WOCAP, and WCTF will 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		Almost Complete
Center for the Education of Women	Establish a process for CEW+ to serve as a resource to units that are planning staff trainings and are seeking to address the issues and concerns around the career advancement of WOC staff.	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).	Complete		
Center for the Education of Women	CEW+ will diversify the CEW+ donor base.	Corporate engagement committee meets annually to recruit mid-career executives with diverse life experiences to provide counsel to CEW+ regarding outreach to local corporations.	In Progress		Somewhat Complete
Center for the Education of Women	CEW+ will review and strengthen its process for conflict resolution. 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	CEW+ will review and strengthen its process for conflict resolution. 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.	In Progress		Almost Complete
Center for the Education of Women	CEW+ will review and strengthen its process for conflict resolution. 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 review and strengthen its process for conflict resolution. This is a vital strategy as we all engage deeper with issues of diversity, equity and inclusion.	Include mindfulness practice in CEW+ meetings and incorporate inclusive meetings strategies.	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 and 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	Raise the visibility and recognition of WOCAP Members.	Continue managing faculty awards (e.g. Shirley Verrett and Rhetaugh Dumas Awards) that honor those who are working to increase diversity across disciplines.	Complete		
Center for the Education of Women	Raise the visibility and recognition of WOCAP Members.	Continue to organize events to celebrate the accomplishments of WOCAP members.	Complete		
Center for the Education of Women	Raise the visibility and recognition of WOCAP Members.	Highlight accomplishments of WOCAP members through various media and communication channels, including social media, and the CEW+ website.	Complete		
Center for the Education of Women	Increase the presence of women of color faculty in leadership positions on campus.	Co-organize leadership development training or sponsored workshops (in collaboration with key allies).	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 the assistance of WOCAP members in these efforts.	In Progress		Just 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 the Faculty of Color Network, ADVANCE, IRWG and Academic Women's Caucus.	Complete		
Center for the Education of Women	Advocate for institutional change on behalf of faculty women of color.	Utilize ODEI data to examine perceptions of campus climate by race and gender including changes over time.	In Progress		Just Started

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Center for the Education of Women	Advocate for institutional change on behalf of faculty women of color.	Meet with senior leadership (e.g., Vice Provost for Diversity, Equity and Chief Diversity Officer; Provost; President) to discuss improvements made to campus climate based on the perceptions reported in the ODEI Climate survey, with a specific focus on race and gender.	In Progress		Just Started
Center for the Education of Women	Expand staff networking opportunities through the administration of the Coalition and its programming.	Plan an annual summer networking event in collaboration with the Coalition members.	In Progress		Halfway Complete
Center for the Education of Women	Expand staff networking opportunities through the administration of the Coalition and its programming.	Organize the quarterly Coalition meetings.	Complete		
Center for the Education of Women	Expand staff networking opportunities through the administration of the Coalition and its programming.	Plan an annual fall networking event in collaboration with the Coalition members as part of the U-M DEI Summit events.	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.	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.	Review and revision of services based on outcomes survey and emerging needs of nontraditional students.	Complete		
Center for the Education of Women	Create wraparound services using an academic coaching model that will enhance how we support non-traditional students, emergency funding, scholarship and fellowship recipients.	Hire consultant to benchmark and report on best practices for academic coaching to meet the needs of non-traditional students.	Complete		
Center for the Education of Women	Create wraparound services using an academic coaching model that will enhance how we support non-traditional students, emergency funding, scholarship and fellowship recipients.	Identify best practices that align most closely with CEW+ services and constituent needs.	Complete		
Center for the Education of Women	Create wraparound services using an academic coaching model that will enhance how we support non-traditional students, emergency funding, scholarship and fellowship recipients.	Pilot a subset of best practices in Winter 2020.	Complete		
Center for the Education of Women	Encourage self-care and wellness among CEW+ staff to promote job satisfaction, office engagement and sustainability.	Include mindfulness practice in CEW+ meetings and programming.	Complete		
Center for the Education of Women	Encourage self-care and wellness among CEW+ staff to promote job satisfaction, office engagement and sustainability.	Offer flexible work hours or opportunities to work from home.	Complete		
Center for the Education of Women	Encourage self-care and wellness among CEW+ staff to promote job satisfaction, office engagement and sustainability.	Encourage supervisors to discuss health and wellness resources on campus with team members.	Complete		
Center for the Education of Women	Encourage self-care and wellness among CEW+ staff to promote job satisfaction, office engagement and sustainability.	Host MHealthy classes and other wellness activities at the center.	Complete		
Center for the Education of Women	Encourage self-care and wellness among CEW+ staff to promote job satisfaction, office engagement and sustainability.	Set a FY20 goal of not adding new work but instead refining and enhancing our existing projects.	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
Clements Library	Increase diversity representation of permanent and temporary staff.	Circulate job postings towards 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.	Include commitment to diversity language consistent with U-M policies in all postings.	Complete		

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Clements Library	Increase diversity representation of permanent and temporary staff.	Consult with Office of General Counsel on Prop. 2 compliance	Complete		
Clements Library	Broaden commitment to DEI and under-represented 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	Broaden commitment to DEI and under-represented minority representation on our governing boards.	Survey CLA membership on both DEI metrics and climate.	Complete		
Clements Library	Broaden commitment to DEI and under-represented minority representation on our governing boards.	Communicate with OUD DEI to formulate a plan to increase diversity on the governing board.	In Progress		Just Started
Clements Library	Broaden commitment to DEI and under-represented 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	Promote teaching with Clements Library materials related to DEI in class sessions within the University.	Promote teaching opportunities through Clements Electronic Newsletter, faculty meetings, etc.			
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 under-represented voices in American history, making visible hidden or overlooked materials related to DEI themes, and conserving fragile materials for future generations of scholars from FY17-FY19.			
Clements Library	Promote teaching with Clements Library materials related to DEI in class sessions within the University.	Recap FY19 DEI internship program results in fall 2019 e-newsletter to campus.			
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.	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.	Promote use of Native American collections through the design and implementation of an online exhibit	In Progress		Somewhat Complete
Clements Library	Promote onsite research by on- and off-campus scholars into topics related to diversity/under-represented groups in American History.	Implement the use of Aeon, Library Catalog, and other tools for tracking collection use.	In Progress		Somewhat Complete
Clements Library	Promote onsite research by on- and off-campus scholars into topics related to diversity/under-represented 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 onsite research by on- and off-campus scholars into topics related to diversity/under-represented groups in American History.	Fill post-doctoral research fellowship in 19th century American diversity history.	In Progress		Somewhat Complete
Clements Library	Promote onsite research by on- and off-campus scholars into topics related to diversity/under-represented groups in American History.	Fill three Price Fellowship positions to focus on American diversity history.	In Progress		Halfway Complete
Clements Library	Promote onsite research by on- and off-campus scholars into topics related to diversity/under-represented groups in American History.	Create online teaching/resource guides pointing to diversity topics in current library collections.	In Progress		Somewhat Complete











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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Clements Library	Promote onsite research by on- and off-campus scholars into topics related to diversity/under-represented 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
Clements Library	Increase access and visibility of Clements Library holdings on topics related to diversity/under-represented groups in American History	Targeted cataloging and digitization of collections including photographs, prints, and sheet music, books, manuscripts and maps.	In Progress		Halfway Complete
Clements Library	Expand holdings in areas related to DEI including race, immigration, sexual orientation and identity, religion, and under-represented or overlooked voices in American history.	Begin 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 under-represented or overlooked voices in American history.	Annual reporting from Clements divisions on accession topics.	In Progress		Almost Complete
Clements Library	Expand holdings in areas related to DEI including race, immigration, sexual orientation and identity, religion, and under-represented 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's History, 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 under-represented or overlooked voices in American history.	Targeted cultivation of potential donors including in-kind.	Complete		
Clements Library	Digital access to research materials related to DEI topics.	Search 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 Manuscript Division DEI topics.	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.	Internal work group meetings to address issues raised during all-staff discussions of climate survey results.	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 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.	Promote existing pathways 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. The Clements administration will share this policy at staff meetings and post links to resources visibly in staff areas.	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		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.	Staff visits to museums and historic sites focusing on under-represented groups in the metro Detroit area, staff participation in MLK Day events.	In Progress		Just Started














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School/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.	Make visible to visitors and researchers, through ongoing exhibits and displays, materials focused on traditionally under-represented 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.	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	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 an optional field within registration process that allows for a researcher to select preferred pronouns.	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.	Clements Library staff continue to complete the "Cultivating a Culture of Respect: Sexual Harassment and Misconduct Awareness" on-line module.	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.	That staff have been informed about the Sexual Misconduct Reporting and Resources that are available at the University of Michigan.	Complete		
Clements Library	Increase diversity of attendance and topics at Clements sponsored lectures, events, and exhibits.	Expand presentations and lectures to include senior centers, working with CLA board members.	In Progress		Halfway Complete
Clements Library	Increase diversity of attendance and topics at Clements sponsored lectures, events, and exhibits.	Continue and expand diversity lecture topics, with promotion through postcard mailings, Clements Electronic Newsletter (circulated to UM departmental email lists), Clements website, and social media.	In Progress		Almost 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 support base.	In Progress		Halfway 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 MiVideo.	In Progress		Halfway Complete
Clements Library	Update website for better access by the hearing and vision impaired.	We continue to edit our lecture and event videos to include closed captioning.	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 - PhD Students.	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 - Postdocs.	Not 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 □ Masters Students.	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.	Complete		









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School/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.	DEI Training - Faculty & Staff.	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.	Faculty Training Development.	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.	Faculty Coaching.	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 - Undergraduate Students	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 college-wide.	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.	College DEI Metrics.	In Progress		Halfway 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		Almost 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		Just 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.	Climate Assessment.	In Progress		Halfway 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








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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.	Curricular Development -- Undergraduate -- Assessment.	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.	Alumni and Senior Survey: DUE will review Alumni and Senior Surveys to understand what the most significant experiences are. Will look for DEI related comments, and craft new questions to capture those experiences as well.	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 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.	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.	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 Leads.	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.	Communication strategy to share DEI-related programs, initiatives and events to engage students, faculty and staff on an ongoing basis.	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.	Educate our community on sexual harassment and misconduct prevention to promote a safe and supportive environment for all.	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.	DEI Lecture Series.	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.	Community DEI Events.	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.	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.	Make available and improve study areas for student communities.	In Progress		Almost Complete







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School/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.	Accessibility of CoE classroom spaces.	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.	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.	NextProf Future Faculty Workshop: Encourage URM and women doctoral/post-docs 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.	Faculty development and mentoring.	In Progress		Almost 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.	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.	DEI lecturers devoted to College DEI efforts.	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.	Faculty climate survey (focus area).	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.	Non-Tenure track Inclusion initiative (Lecturers).	Complete		















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School/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.	Non-Tenure track Inclusion initiative (Research 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.	Transparency - Equity Project.	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.	Student climate survey (focus area).	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.	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		
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.	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.	CEDO K-12 pipeline/outreach strategy.	Complete		

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School/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.	Office of Student Affairs Outreach.	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 and enhance high school partnership schools.	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.	First Generation Students.	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.	Undergraduate recruiting - Target recruiting/conversion messaging to those who don't view themselves "as engineers.	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.	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.	Undergraduate Student Support - Work with Advancement to make the case for co- and extra-curricular involvement for all students.	Complete		

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School/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.	Undergraduate Student Support - Teaching and advising techniques for increasing student sense of belonging and mitigation of stereotype threat and related issues to student performance.	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 Digital Marketing	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 DEI Committee.	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 Committee on Creativity, Innovation & Daring (CID).	In Progress		Almost 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 DEI training for all non-student facing staff (approx. 500 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 (most of ADUE).	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		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.	Develop a mechanism to coordinate college activities with university-wide efforts around inclusive teaching.	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.	Review GSI/IA training.	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.	In Progress		Somewhat Complete
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 UM units (e.g. School of Education).	In Progress		Somewhat Complete
College of Pharmacy	Continue to explore ways to expand the diversity of applicant and interview pools by broadening recruitment efforts.	Provide STRIDE training for staff (new offering from HR).	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		Halfway Complete

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
College of Pharmacy	Recruit and admit more URM students into the PharmD program.	Incorporate DEI topics into the application and interview process.	In Progress		Halfway 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.	Not Started		
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		Halfway 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 UM/ reciprocal UM faculty presentations at URM serving institution.	In Progress		Halfway 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		Halfway 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.	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		Almost Complete
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 & URM students.	In Progress		Halfway 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.	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





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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
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		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: Increase opportunities for exposure to patients from diverse backgrounds (Standard Patient Interactions).	In Progress		Just 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	Enhance the PharmD curriculum with regard to diversity, equity and inclusion.	Use a pre-survey to assess the current level of competence of students in interacting with patients from diverse backgrounds. Make plans to survey students after the changes have been implemented.	Complete		
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.	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		Just Started
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).	In Progress		Almost Complete
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.).	Complete		
College of Pharmacy	Ensure that a conflict resolution plan is in place that will address the issues of all constituents (i.e. faculty, staff and students) in the COP. . (According to the College's Strategic Plan, this must be in place by end of 2019)	Identify strengths, weaknesses and gaps.	Complete		
College of Pharmacy	Ensure that a conflict resolution plan is in place that will address the issues of all constituents (i.e. faculty, staff and students) in the COP. . (According to the College's Strategic Plan, this must be in place by end of 2019)	Develop and implement improved and new conflict resolution plans, as needed, for all constituents in the COP.	In Progress		Almost Complete
College of Pharmacy	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.	Require all COP faculty and staff to complete University mandatory training for their classification.	Complete		
College of Pharmacy	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.	Require all COP students to complete University mandatory training for their classification.	Complete		
College of Pharmacy	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.	Review COP policies to ensure they are up to date and compliant.	In Progress		Almost Complete










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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
College of Pharmacy	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.	Share policies with COP constituents via multiple formats (email, website, student townhalls, faculty and staff meetings).	In Progress		Just Started
College of Pharmacy	To equip and prepare individuals 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 post-doctoral fellows about the special needs that may affect individuals in the COP.	In Progress		Halfway Complete
College of Pharmacy	To equip and prepare individuals 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.	In Progress		Just 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		
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		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		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	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.	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	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.	Complete		
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.	Complete		
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.	Complete		
College of Pharmacy	Develop relationships with community members of underserved populations through outreach/service projects.	Consider partnering with other UM health science schools and colleges.	Complete		
Center for Research on Learning & Teaching	Continue to assess the impact of our programs/services on inclusive teaching and institutional climate and share information with key constituents about impact.	Continue to compile and share information about the impact of our range of inclusive teaching programs via short, accessible documents.	In Progress		Halfway Complete




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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Center for Research on Learning & Teaching	Continue to assess the impact of our programs/services on inclusive teaching and institutional climate and share information with key constituents about impact.	Through the Foundational Course Initiative, continue to analyze the impact of course redesign and instructional experiments/interventions designed to narrow identity-related performance gaps (related to race, gender, first generation status, and SES) in large foundational courses.	In Progress		Halfway Complete
Center for Research on Learning & 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 and revise a targeted data collection process (e.g., surveys of program participants on actions they have taken, attitudes pre/post attendance) and review preliminary data to measure the impact of Players' programs on sexual and gender-based harassment.	Complete		
Center for Research on Learning & Teaching	Continue to assess the impact of our programs/services on inclusive teaching and institutional climate and share information with key constituents about impact.	Work with COE to gather data about the range of inclusive teaching practices currently implemented by faculty in the college.	In Progress		Halfway Complete
Center for Research on Learning & 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.	Disseminate and implement the results of the CRLT working group on accessibility practices.	In Progress		Almost Complete
Center for Research on Learning & 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 accessibility best practices are incorporated into orientation processes/resources as well as workflow for all new staff and that event planning staff receive relevant training around accessible events.	Complete		
Center for Research on Learning & 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.	Complete		
Center for Research on Learning & 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.	Implement recommendations of the all-staff working group on DEI Professional Development.	Complete		
Center for Research on Learning & 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.	Determine a process for continuing the work of the all-staff working group on DEI Professional Development in this year and beyond.	Complete		
Center for Research on Learning & 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.	Continue asking all staff to identify their contributions to and goals for DEI in their annual activities reports; directors provide guidance around how to prepare for and respond to this request.	Complete		
Center for Research on Learning & Teaching	How we work with others on campus: 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 (including the action items cited in Strategic Objective 3).	Complete		
Center for Research on Learning & Teaching	How CRLT leadership communicates our values: 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 operationalize the guidance we developed on responding to negative climate incidents.	Complete		






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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Center for Research on Learning & Teaching	How CRLT leadership communicates our values: Develop internal communications to reflect and reinforce CRLT's and CRLT-Engin's commitment to a positive workplace climate for a diverse staff.	Explore ways to engage the whole staff in revisiting and potentially revising this 'internal' section of our DEI Strategic Plan in order to increase a sense of connection to the plan across roles, given how much our staff has grown and changed since this section was drafted based on staff discussions.	Complete		
Center for Research on Learning & Teaching	How CRLT leadership communicates our values: Develop internal communications to reflect and reinforce CRLT's and CRLT-Engin's commitment to a positive workplace climate for a diverse staff.	Continue practices of including information relevant to the Center's DEI commitments in the onboarding of new staff: e.g., orientation to the DEI Strategic Plan, published guidance around responding to negative climate incidents, etc.	Complete		
Center for Research on Learning & Teaching	How CRLT leadership communicates our values: Develop internal communications to reflect and reinforce CRLT's and CRLT-Engin's commitment to a positive workplace climate for a diverse staff.	Periodically recirculate and/or discuss key policy documents that communicate to continuing staff the Center's commitments around DEI and connect staff to critical resources.	Complete		
Center for Research on Learning & Teaching	How CRLT leadership communicates our values: Develop internal communications to reflect and reinforce CRLT's and CRLT-Engin's commitment to a positive workplace climate for a diverse staff.	Continue to utilize and, where relevant, develop promotion pathways that signal the importance of DEI to both staff career development and well-being.	Complete		
Center for Research on Learning & 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. These include highlighting in job ads our commitment to hiring people from historically underrepresented populations in faculty development; placing ads in a wide range of publications/venues, including those with a focus on diversity in higher education; individually recruiting candidates through our professional networks; and defining positions and qualifications as broadly or flexibly as possible to allow for broadly diverse candidate pools.	Complete		
Center for Research on Learning & 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 interview and search practices, using best practices to limit bias in our hiring (e.g., circulating specific hiring criteria when soliciting feedback about candidates; reminding staff during searches about legal/illegal and appropriate/inappropriate questions, etc.).	Complete		
Center for Research on Learning & 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 leverage the SLT/area director structure to provide tailored mentorship to help staff thrive in their work and thereby retain a broad range of employees.	Complete		
Center for Research on Learning & 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.	While abiding by legal requirements to offer equitable professional development opportunities to all of our staff, we want to be deliberate about supporting identity-aware networking and mentoring opportunities for staff, particularly those who are members of groups underrepresented at CRLT and in their professional fields -- a best practice supported by research on retention and professional satisfaction of employees in underrepresented groups. This includes, for example, being supportive of staff members' professional connections with colleagues outside the center (both at U-M and beyond) who share salient identities, perspectives, and professional roles/responsibilities.	Complete		
Center for Research on Learning & 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.	Support the leadership development of the diverse range of staff who aspire to a variety of leadership roles.	Complete		













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Center for Research on Learning & Teaching	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.	Complete		
Center for Research on Learning & 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 accessibility in teaching and learning, in (formal and informal) collaboration with various campus partners.	In Progress		Somewhat Complete
Center for Research on Learning & 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 on inclusive teaching.	In Progress		Somewhat Complete
Center for Research on Learning & 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 print and/or online resources related to inclusive teaching in clinical health care settings.	In Progress		Halfway Complete
Center for Research on Learning & 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.	In Progress		Halfway Complete
Center for Research on Learning & 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.	Launch and continual improvement of STEM DEI page housed on CRLT-Engin's website.	Complete		
Center for Research on Learning & 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 & 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 improvement of our website design with DEI considerations in mind.	Complete		
Center for Research on Learning & 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 CRLT staff in presenting workshops and posters related to CRLT's DEI work at the POD Conference (our national professional conference for teaching center staff) and other national conferences.	Complete		
Center for Research on Learning & 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.	Continue to support the development of an inclusive teaching in STEM MOOC, based on a 5-year NSF-funded IUSE grant.	Complete		













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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Center for Research on Learning & 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.	Collaborate with faculty leaders of the SEISMIC project, a multi-institutional education research and development collaboration designed to mitigate equity concerns in large STEM courses.	In Progress		Halfway Complete
Center for Research on Learning & 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.	Promote the Foundational Course Initiative (FCI) Seminar Series as a campuswide resource about DEI in higher ed teaching-learning contexts.	Complete		
Center for Research on Learning & Teaching	Further strengthen our existing focus on diversity, equity, and inclusion across all CRLT/CRLT-Engin programs and resources. (Embedded)	Leverage the SLT/sponsor structure to build in accountability around this ongoing action item: Program leads for 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.	In Progress		Somewhat Complete
Center for Research on Learning & 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 campus-wide programs/initiatives (e.g., Graduate Student Instructor Teaching Orientation GSITO, CRLT/CRLT-Engin seminar series, grants).	Complete		
Center for Research on Learning & Teaching	Further strengthen our existing focus on diversity, equity, and inclusion across all CRLT/CRLT-Engin programs and resources. (Embedded)	Train additional staff to implement GSITO session on "Inclusive Teaching in the First Days and Beyond"; offer this in a new format of smaller session sizes through revised GSITO structure.	Complete		
Center for Research on Learning & 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 & 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 & Teaching	Further strengthen our existing focus on diversity, equity, and inclusion across all CRLT/CRLT-Engin programs and resources. (Embedded)	Continue with these practices: Incorporate into (formal and informal) mentoring processes plans for building and refreshing skills.	Complete		
Center for Research on Learning & Teaching	Further strengthen our existing focus on diversity, equity, and inclusion across all CRLT/CRLT-Engin programs and resources. (Embedded)	Continue with these practices: Provide professional development (individually and collectively) where appropriate/needed. This might include staff reading groups, in-house workshops on specific skills, or retreat activities with experts in relevant domains (e.g., accessibility).	Complete		
Center for Research on Learning & Teaching	Continue to offer a range of campus-wide 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		

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Center for Research on Learning & Teaching	Continue to offer a range of campus-wide and customized programs that explicitly focus on diversity, equity, and inclusion. (Explicit)	Continue to track both CRLT and CRLT-Engin programs: including the total number of registrants/participants, and overall evaluation ratings. 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 & Teaching	Continue to offer a range of campus-wide 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 & Teaching	Continue to offer a range of campus-wide 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 & Teaching	Continue to offer a range of campus-wide 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). Refine and integrate into our work a checklist of accessibility considerations as a reference for all Program Managers when planning a program.	In Progress		Almost Complete
Center for Research on Learning & Teaching	Continue to offer a range of campus-wide 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 (e.g., instructors more and less experienced with conversations about inclusive teaching). Continue in central Seminar Series to offer and specify one 'foundations' session as well as 2-3 'specialized topics' sessions.	Complete		
Center for Research on Learning & Teaching	Continue to offer a range of campus-wide and customized programs that explicitly focus on diversity, equity, and inclusion. (Explicit)	Continue to offer programs specifically focused on lecturers' professional development in inclusive teaching, including the LEO inclusive teaching program and LSA New Lecturer Orientation.	Complete		
Center for Research on Learning & Teaching	Continue to offer a range of campus-wide 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.	Complete		
Center for Research on Learning & Teaching	Continue to offer a range of campus-wide and customized programs that explicitly focus on diversity, equity, and inclusion. (Explicit)	Implement Year 2 of the Foundational Course Initiative (FCI).	Complete		
Center for Research on Learning & Teaching	Continue to offer a range of campus-wide and customized programs that explicitly focus on diversity, equity, and inclusion. (Explicit)	Continue offering one Players sketch multiple times in a given period: highlight "Distress Signals," the Players session focused on mental health, "Moving the Needle," the session focused on sexual and gender harassment, and "It's in the Syllabus" the session focused on first generation students, to a wide range of campus audiences.	In Progress		Almost Complete
Center for Research on Learning & Teaching	Continue to offer a range of campus-wide and customized programs that explicitly focus on diversity, equity, and inclusion. (Explicit)	Develop and facilitate Leadership sessions with key administrators and Leaders on sexual and gender harassment, leveraging the "Moving the Needle Sketch."	In Progress		Almost Complete
Center for Research on Learning & Teaching	Continue to offer a range of campus-wide and customized programs that explicitly focus on diversity, equity, and inclusion. (Explicit)	Develop new material to support Players' "Moving the Needle: Shifting the Conversation" and "Moving the Needle: Enacting your personal responsibility" sketches to incorporate the intersection of Islamophobia and sexual harassment.	Complete		
Center for Research on Learning & Teaching	Stay well informed about evolving campus needs around DEI in order to provide programs and resources well attuned to current conversations.	Review other units' DEI strategic plans to understand where CRLT has been cited as a partner in implementing plan goals.	Complete		

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Center for Research on Learning & 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, review of data collected about student experiences of learning, etc.).	Complete		
Center for Research on Learning & 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) as need warrants.	Complete		
Center for Research on Learning & Teaching	Stay well informed about evolving campus needs around DEI in order to provide programs and resources well attuned to current conversations.	Through Foundational Course Initiative (FCI), perform data analysis on privilege gaps in large introductory courses to inform equitable course redesign.	In Progress		Halfway Complete
Center for Research on Learning & Teaching	Stay well informed about evolving campus needs around DEI in order to provide programs and resources well attuned to current conversations.	Collaborate with the National Center for Institutional Diversity (NCID) to conduct research on the question of how bias and discrimination emerge in comments on student course evaluations at U-M.	Not Started		
Center for Research on Learning & Teaching	Stay well informed about evolving campus needs around DEI in order to provide programs and resources well attuned to current conversations.	In CRLT's contributions to the University-wide accreditation preparation process, maintain a focus on DEI and inclusive teaching.	Complete		
Center for Research on Learning & 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 -- and assess success with -- inclusive teaching for new and continuing faculty.	Ensure all relevant CRLT staff are familiar with the framework on instructor professional development created by Rob Sellers' Task Force on Inclusive Teaching 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 & 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 -- and assess success with -- 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 & 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 -- and assess success with -- inclusive teaching for new and continuing faculty.	Continue to develop and share guidance for individuals and departments about multiple means to assess success in inclusive teaching -- and, more generally, to evaluate teaching in ways that are transparent and attuned to possible effects of bias and discrimination.	Complete		
Center for Research on Learning & Teaching	Provide support for teaching in courses and disciplines specifically focused on diversity, equity, inclusion, and/or justice.	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 (R&E) requirement.	Complete		
Center for Research on Learning & Teaching	Provide support for teaching in courses and disciplines specifically focused on diversity, equity, inclusion, and/or justice.	Continue to offer a learning community for GSIs teaching courses that meet the Race & Ethnicity (R&E) requirement.	Complete		
Center for Research on Learning & Teaching	Provide support for teaching in courses and disciplines specifically focused on diversity, equity, inclusion, and/or justice.	Explore possibilities for building a faculty learning community or institute focused on Race & Ethnicity (R&E) pedagogy.	Complete		
Center for Research on Learning & Teaching	Provide support for teaching in courses and disciplines specifically focused on diversity, equity, inclusion, and/or justice.	Explore ways to build more intentional connections between Foundational Course Initiative (FCI) and Race & Ethnicity (R&E) support.	Complete		

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Center for Research on Learning & Teaching	Provide support for teaching in courses and disciplines specifically focused on diversity, equity, inclusion, and/or justice.	Leverage CRLT staff disciplinary specializations to respond to consultation requests from instructors teaching in such areas.	Complete		
Center for Research on Learning & 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 identities and backgrounds can excel.	Continue these collaborations through our established meetings and programs.	Complete		
Duderstadt Center	Address "wellness" issues following the pandemic and protests.	Share/post pandemic updates and updated policies on our website.	Not Started		
Duderstadt Center	Address "wellness" issues following the pandemic and protests.	When we are able to conduct a staff survey, include wellness questions to gauge how staff are feeling post-pandemic and post-protest with guidance from ODEI.	Not Started		
Duderstadt Center	Address "wellness" issues following the pandemic and protests.	Consider adding a meditation/prayer space in the DC building.	Not Started		
Duderstadt Center	Address "wellness" issues following the pandemic and protests.	Open a dialogue around anti-racism with guidance from ODEI (training, workshops, book clubs, and more).	Not Started		
Duderstadt Center	Better understand the compositional diversity of DMC employee group.	Revise the strategic plan to reflect findings of compositional analysis.	In Progress		Almost 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. (This action needs to be reviewed with new Duderstadt Center Management).	In Progress		Just 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.	In Progress		Just 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		Almost Complete
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		Halfway Complete
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	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		Halfway Complete
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		Halfway Complete
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.	In Progress		Halfway Complete
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.	In Progress		Just 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.	In Progress		Somewhat Complete

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Duderstadt Center	Create and implement an onboarding process designed to better support incoming DMC student staff and professional staff.	Begin to develop a DMC DEI training for all incoming professional staff.	In Progress		Just 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.	In Progress		Just 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.	In Progress		Just 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.	In Progress		Just 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.	In Progress		Just 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.	In Progress		Just Started
Duderstadt Center	Facilitate learning across difference through a series of DEI centered programming.	Develop an assessment tool to measure the impact of DEI programming.	In Progress		Just 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.	In Progress		Halfway Complete
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.	Complete		
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.	In Progress		Just Started
Duderstadt Center	Facilitate learning across difference through a series of DEI centered programming.	Integrated DEI focused programming into the annual Media Studio Arts Symposium.	Complete		
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.	Complete		
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.	In Progress		Somewhat Complete
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.	In Progress		Almost Complete
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.	In Progress		Somewhat Complete
Duderstadt Center	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.	Complete		
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.	In Progress		Just 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.	In Progress		Just 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.	In Progress		Just Started
Duderstadt Center	Improve internal DMC staff dynamics to create a more equitable and inclusive climate.	Partner with the Learning and Professional Development Office to develop appropriate pathways for conflict resolution.	In Progress		Halfway Complete

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
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.	In Progress		Halfway Complete
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.	Complete		
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 Human Resources in improving performance evaluations as they are linked to DEI competencies.	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.	In Progress		Almost 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.	Complete		
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.	Complete		
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		
Duderstadt Center	Create a more equitable and inclusive environment for users across identities at the DMC.	Develop an online feedback form linked to DEI and accessibility at 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.	In Progress		Just 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.	Complete		
Duderstadt Center	Improve onsite accessibility.	Begin to explore funding that would support accessibility changes to the building.	Complete		
Duderstadt Center	Improve onsite accessibility.	Review the Center's current spaces for accessibility and inclusiveness.	Complete		
Duderstadt Center	Improve onsite accessibility.	Offer training for DMC professional/admins and student staff that explores principles of user centered design.	Not Started		
Duderstadt Center	Improve onsite accessibility.	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.	Not 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 section on the DMC's website.	Complete		

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
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.	In Progress		Just 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.	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.	In Progress		Just 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.	In Progress		Just 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.	Begin to explore financial resources to support an equitable representation of student projects.	In Progress		Somewhat Complete
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.	Complete		
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.	In Progress		Somewhat Complete
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		
Division 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 (started in FY18).	Complete		
Division 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 tracking year-to-year diversity of staff recruitment and recommended actions (started in FY18).	Complete		
Division 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 (started in FY18).	Complete		
Division 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 (started in FY19).	Complete		
Division 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 campus-wide professional development opportunities and facilitate internal events and programs for all DPSS staff throughout FY20.	Complete		
Division of Public Safety and Security	Expand opportunities for growth for DPSS staff through the creation of a professional development program.	Increase collaboration with DPSS training council regarding appropriate curriculum and training needs.	Complete		
Division of Public Safety and Security	Expand opportunities for growth for DPSS staff through the creation of a professional development program.	Continue to incorporate professional development plans into the performance management process beginning (started in FY19).	Complete		
Division of Public Safety and Security	Increase DPSS personnel competency in the hiring process in regards to diversity, equity & inclusion to ensure a fair hiring process.	Continue to identify core hiring committee members and recruiting representatives.	Complete		

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Division of Public Safety and Security	Increase DPSS personnel competency in the hiring process in regards to diversity, equity & inclusion to ensure a fair hiring process.	Continue to identify diversity, equity and inclusion training, with a focus on equitable hiring practices and require all hiring committee members and recruiting representatives to successfully complete this training prior to participation in the selection process.	Complete	●	
Division of Public Safety and Security	Increase DPSS personnel competency in the hiring process in regards to diversity, equity & 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	●	
Division 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 FY20.	Complete	●	
Division 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 diversity, equity, and inclusion training in performance review documentation.	Complete	●	
Division 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	●	
Division 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 FY20.	Complete	●	
Division 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	●	
Division 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 FY20.	Complete	●	
Division 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	●	
Division 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 diversity of student groups to provide training for DPSS personnel on cultural identities. This includes events and activities to discuss public safety globally.	Complete	●	
Division 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.	Continue participation and engagement with identified disability groups to increase awareness for the community and DPSS staff.	Complete	●	
Division 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 from FY19, addressing findings into FY20.	Complete	●	
Division 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 review and disseminate best practices and guidelines for facilitating dialogue on diversity, equity and inclusion during meetings.	Complete	●	
Division of Public Safety and Security	Provide platforms where staff can safely express opinions, ask questions and discuss issues surrounding diversity, equity and inclusion.	Monitor established formal methods to communicate where staff can safely express opinions, ask questions and discuss issues surrounding diversity, equity, and inclusion.	Complete	●	
Division of Public Safety and Security	Provide education and crossfunctional 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.	Complete	●	

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Division 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 data to ensure timely and considerate responses and determine target turnaround time.	Complete	●	
Division 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	●	
Division 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	●	
Division 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 the quality of life.	Continue to leverage technology to create multiple platforms that collect and analyze data in FY20.	Complete	●	
Division 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 the quality of life.	Continue to monitor user-friendly feedback and complaint forms for use on the DPSS homepage into FY20.	Complete	●	
Division of Public Safety and Security	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 DPSS participation in university mandatory sexual harassment and misconduct prevention training and other related university events into FY20.	Complete	●	
Division of Public Safety and Security	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.	Development of sexual harassment and misconduct programming to promote a safe and supportive environment for all members to work, learn, and thrive.	Complete	●	
Division of Public Safety and Security	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.	Leverage and educate all university members on DPSS resources on sexual harassment and misconduct into FY20.	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 2019.	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 PPIA seven-week summer pipeline program.	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.	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	Increase, in measurable ways, the diversity of students in our degree programs, with particular interest in recruiting students from underrepresented backgrounds.	Continue to leverage connections with student organizations focused on issues relating to the recruitment and retention of diverse populations.	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.	Include a DEI related workshop during mandatory orientation programs.	Complete	●	

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School/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 degree programs, with particular interest in recruiting students from underrepresented backgrounds.	Continue and further refine Masters and PhD recruitment plans.	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.	Strengthen connection with the Comprehensive Studies Program.	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.	Explore strategic partnerships that offer numerous financial aid.	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 revising Pubic Policy 810 course for incoming PhD students that integrates scholarship from multiple disciplines.	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 offering course on 'Facilitating Dialogue Across Fault-Lines" --1.5 credits, now offered twice per year.	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 student guide program to help 1st year Masters students acclimate.	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.	Offer module on American government in advance of first- year coursework.	Complete	●	
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	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.	Complete	●	
Ford School of Public Policy	Recruit and retain a faculty that is diverse across multiple dimensions.	Continue requiring all search committee members to complete the ADVANCE program's STRIDE workshop.	Complete	●	
Ford School of Public Policy	Recruit and retain a faculty that is diverse across multiple dimensions.	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	Recruit and retain a faculty that is diverse across multiple dimensions.	Use 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	Recruit 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	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.	Complete	●	
Ford School of Public Policy	Recruit and retain a diverse staff	Require those making hiring decisions to participate in bias and DEI training.	Complete	●	
Ford School of Public Policy	Recruit and retain a diverse staff	Continue an inclusive hiring process that involves teams of staff conducting interviews, a tiered hiring process, and widespread advertisements of jobs.	Complete	●	

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Ford School of Public Policy	Make diversity more visible and celebrated.	Explore ways in which invisible social identities of faculty and staff can be shared and celebrated in respectful ways.	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 UM 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).	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).	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	Support '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	Continue adding resources to the M-Box - this includes teaching resources and supports related to engaged learning, inclusive teaching, teaching challenges, and managing difficult classroom dynamics/conversions.	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.	Continue to provide 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.	Review curriculum and incorporate DEI content into it more fully.	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.	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	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	●	

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
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	Provide opportunities for students to connect with broader 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, students)	Offer 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	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 publicize (on web site 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	Foster more widespread participation to engage with and celebrate diversity.	Analyze Ford-specific data cultivated from UM 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 host 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	Foster more widespread participation to engage with and celebrate diversity.	Task DEI Coalition with exploring and recommending mental health programming and/or resources	Complete	●	
Ford School of Public Policy	Foster more widespread participation to engage with and celebrate diversity.	Bring in outside speakers with diverse perspectives who come through our Policy Talks and Citi Foundation lecture series.	Complete	●	
Ford School of Public Policy	Foster more widespread participation to engage with and celebrate diversity.	Include a Statement of Commitment in the student handbooks as well as on the Ford School website.	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: 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: staff)	Offer regular DEI-related workshops for staff.	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: staff)	Continue DEI-Updates monthly 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 to refine approaches to introduce DEI agenda items and skills; 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)	Task DEI Coalition with exploring and recommending ways to address positive and potential negative impacts of social media on climate.	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	Foster more widespread participation to engage with and celebrate diversity. (Constituency: staff)	Continue to expand opportunities for informal engagement among constituents, including (a) take a faculty to lunch program, deans and donuts, coffee hour with the deans.	Complete	●	

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Ford School of Public Policy	Foster more widespread participation to engage with and celebrate diversity. (Constitutency: staff)	Continue to expand opportunities for informal engagement among constituents, including (b) expand informal research and policy engagement sessions (i.e., Faculty Showcase).	Complete	●	
Ford School of Public Policy	Foster more widespread participation to engage with and celebrate diversity. (Constitutency: staff)	Continue to expand opportunities for informal engagement among constituents, including (c) at least one/semester community conversation.	Complete	●	
Ford School of Public Policy	Foster more widespread participation to engage with and celebrate diversity. (Constitutency: staff)	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. (Constitutency: staff)	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. (Constitutency: staff)	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	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.	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 U.S. and in the world.	Continue to publicize (on web site and in other materials) DEI related activity at the Ford School -- including public events, scholarship and public policy engagement.	Complete	●	
Graham Sustainability Institute	Increase awareness of employment opportunities among diverse groups and work toward a more diverse staff in the Graham Institute.	Include the Graham Institute Diversity, Equity, and Inclusion (DEI) Statement on each employment application.	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.	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 diversity, equity, and inclusion in their cover letters.	Complete	●	
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.	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 leverage the U-M 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.	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.	Continue to ensure new employees receive information about DEI resources and opportunities for training.	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 create and maintain a diversity, equity, and inclusion resources section on the Graham Intranet for staff, which includes information about training, inclusive teaching principles, creating inclusive communities, etc.	Complete	●	

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
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.	Complete	●	
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.	Complete	●	
Graham Sustainability Institute	Ensure all staff members have equal opportunity for career advancement and equal access to professional development support.	Conduct an annual staff questionnaire to assess awareness about Graham's commitment to staff professional development. Develop summary report on climate within Graham and change over time.	Complete	●	
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.	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, Non-Discrimination and Conflict Resolution Policy and Procedure to incorporate formal pathways for conflict resolution and remind staff about policy annually.	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.	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).	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 encouraging staff to participate in staff socials and regular staff meetings.	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 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.	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 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. (The Graham Institute will not conduct a separate questionnaire.)	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.).	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 staff to engage in self-assessment (e.g., identify areas of strengths and potential improvement) to strengthen professional relationships and excel at collaborative efforts.	Complete	●	

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
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.	Complete	●	
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.	Complete	●	
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 student engagement in DEI issues relevant to sustainability efforts.	Complete	●	
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.	Complete	●	
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 leverage U-M student data to monitor and assess and change over time.	Complete	●	
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.	Complete	●	
Graham Sustainability Institute	Increase awareness of student 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
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 diversity, equity, and inclusion in their cover letters.	Complete	●	
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.	Complete	●	
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, Non-Discrimination and Conflict Resolution Policy and Procedure to incorporate formal pathways for conflict resolution and remind students about policy annually via email.	Complete	●	
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.	Complete	●	
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.	Complete	●	
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.	Utilize current board member networks to assist with increasing diverse board representation.	In Progress	●	Almost Complete
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.	Complete	●	












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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Graham Sustainability Institute	Integrate diversity, equity, and inclusion into scholarly programs and curricula. (students)	Continue to create additional resources that highlight the intersection of diversity, equity and inclusion and sustainability through the Institute's initiatives.	Complete	●	
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.	Complete	●	
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 campus-wide DEI efforts and serve on Graham's DEI planning team, depending on Provost support.	Complete	●	
Graham Sustainability Institute	Integrate diversity, equity, and inclusion into scholarly programs and curricula. (students)	Conduct an annual student questionnaire to assess awareness about Graham's commitment to integrating diversity, equity and inclusion into scholarly programs and curricula.	Complete	●	
Graham Sustainability Institute	Integrate diversity, equity, and inclusion into scholarly programs and curricula. (students)	Include specific questions about assessing DEI as part of annual student program assessments.	Complete	●	
Graham Sustainability Institute	Integrate diversity, equity, and inclusion into scholarly programs and curricula. (students)	Leverage the U-M data, as available to assess campus climate overall. (The Graham Institute will not conduct a separate questionnaire.)	Complete	●	
Graham Sustainability Institute	Integrate diversity, equity, and inclusion into scholarly programs and curricula. (staff & faculty)	Continue to instruct faculty and staff to foster discussions about how DEI may enhance fieldwork, engagement with practitioners and stakeholders, and student experiences.	Complete	●	
Graham Sustainability Institute	Integrate diversity, equity, and inclusion into scholarly programs and curricula. (staff & faculty)	Leverage the U-M questionnaire data to assess awareness of DEI among faculty and staff. (The Graham Institute will not conduct a separate questionnaire.)	Complete	●	
Graham Sustainability Institute	Integrate diversity, equity, and inclusion into scholarly programs and curricula. (staff & faculty)	Develop summary report on climate within Graham and change over time.	Complete	●	
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.	Continue to include the Graham Institute DEI Statement prominently in key publications (e.g., website, annual report, and funding opportunities).	Complete	●	
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.	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 strategic plan.	Complete	●	
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.	Continue to schedule meetings to review and discuss final plan, goals and activities with students and staff.	Complete	●	
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.	Continue to enhance the Planet Blue Ambassador Training - Community module to foster deeper engagement in the intersection of diversity, equity, inclusion and sustainability.	Complete	●	
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.	Continue to support student-initiated efforts to address issues of DEI, as they relate to sustainability programs across campus.	Complete	●	
















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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.	Continue to monitor and assess climate within Graham and change over time.	Complete	●	
Graham Sustainability Institute	Educate our community on sexual 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.	Complete	●	
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.	Continue to include the Graham Institute DEI Statement prominently in key publications (website, annual report, funding opportunities, program description, etc.).	Complete	●	
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.	Continue to annually share plan updates and progress with, and request feedback from, key advisory bodies composed of U-M faculty and external partners.	Complete	●	
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.	Continue to monitor and assess climate within Graham and change over time.	Complete	●	
Graham Sustainability Institute	Identify and implement communication methods to increase diversity, equity and inclusion in key publications, program promotional efforts, and daily activities.	Continue to convey the Institute's vision for the future by incorporating DEI into the Institute's mission.	In Progress	●	Almost Complete
Graham Sustainability Institute	Identify and implement communication methods to increase diversity, equity and inclusion in key publications, program promotional efforts, and daily activities.	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.	Complete	●	
Graham Sustainability Institute	Identify and implement communication methods to increase diversity, equity and inclusion in key publications, program promotional efforts, and daily activities.	Continue to include both written and visual information about the Graham Institute's commitment to diversity, equity and inclusion 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.	Complete	●	
Graham Sustainability Institute	Identify and implement communication methods to increase diversity, equity and inclusion in key publications, program promotional efforts, and daily activities.	Continue to leverage the U-M DEI public campaign, led by the President and Provost, which 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).	Complete	●	
Graham Sustainability Institute	Identify and implement communication methods to increase diversity, equity and inclusion in key publications, program promotional efforts, and daily activities.	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.	Complete	●	
Graham Sustainability Institute	Identify and implement communication methods to increase diversity, equity and inclusion in key publications, program promotional efforts, and daily activities.	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.	Complete	●	

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School/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.	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.	Complete		
Graham Sustainability Institute	Identify and implement communication methods to increase diversity, equity and inclusion in key publications, program promotional efforts, and daily activities.	Continue to raise awareness about the intersection of DEI and sustainability.	Complete		
Graham Sustainability Institute	Identify and implement communication methods to increase diversity, equity and inclusion in key publications, program promotional efforts, and daily activities.	Continue to monitor and assess climate within Graham and change over time.	Complete		
Institute for Social Research	Increase the diversity of faculty across many dimensions.	Continue 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.	Continue to assess procedures used for faculty searches in all units to identify barriers that might inadvertently impede diversity, equity, or inclusion efforts.	In Progress		Halfway Complete
Institute for Social Research	Increase the diversity of faculty across many dimensions.	Continue specific efforts to increase diversity to be included in every faculty search or new appointment, including: Distribute statement of guiding principles for ISR related to DEI and apply broadly to ISR processes.	Complete		
Institute for Social Research	Increase the diversity of faculty across many dimensions.	Continue 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.	Continue 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.	Continue 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.	Continue 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 under-represented 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 under-represented 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.	Facilitate and encourage applications for NIH Research Supplements to promote diversity in research.	In Progress		Somewhat Complete








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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
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	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 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.	In Progress		Just Started
Institute for Social Research	Assure the equitable use of research professor and research scientist tracks.	Continue 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		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	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		Just Started
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
Institute for Social Research	Increase the diversity of staff across many dimensions.	Continue 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.	Continue 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.	Continue 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.	Continue specific efforts to increase diversity to be included in every staff search or new appointment, including: Use interview tools and sample questions intended to promote equity and diversity in hiring.	In Progress		Almost Complete
Institute for Social Research	Increase the diversity of staff across many dimensions.	Continue 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.	Continue 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		

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Institute for Social Research	Increase the diversity of staff across many dimensions.	Continue 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.	Complete		
Institute for Social Research	Increase the diversity of staff across many dimensions.	Continue 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	Assure consistent, equitable, and transparent support for staff development.	Continue a community integration program for recent employees.	In Progress		Almost Complete
Institute for Social Research	Assure consistent, equitable, and transparent support for staff development.	Continue to encourage participation of staff in U-M 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 to and awareness of diversity, equity, and inclusion issues among faculty and staff supervisors.	Continue to identify and make available to supervisors appropriate training programs offered at the university.	In Progress		Somewhat Complete
Institute for Social Research	Promote sensitivity to and awareness of diversity, equity, and inclusion issues among faculty and staff supervisors.	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 to and awareness of diversity, equity, and inclusion issues among faculty and staff supervisors.	Include in the annual reviews of all faculty and staff a question on their efforts to contribute to DEI.	In Progress		Just Started
Institute for Social Research	Promote sensitivity to and awareness of diversity, equity, and inclusion issues among faculty and staff supervisors.	Develop or adopt training program(s) for ISR that include: Diversity, equity, and inclusion, sexual harassment, Americans with disabilities, mental health in the workplace, supervisory skills.	In Progress		Halfway Complete
Institute for Social Research	Increase diversity among SRC's master's and PhD students participating in the Michigan Program in Survey Methodology (MPSM), as well as students in SRC's 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) on registration form for Summer Institute applicants.	Complete		
Institute for Social Research	Increase diversity among SRC's master's and PhD students participating in the Michigan Program in Survey Methodology (MPSM), as well as students in SRC's Summer Institute in Survey Research Techniques across many dimensions.	Continue efforts to publicize programs in media that reach under-represented populations, and increase direct outreach by MPSM faculty and the MPSM Rackham diversity ally to students from under-represented groups at U-M and other universities.	In Progress		Almost Complete
Institute for Social Research	Increase diversity among SRC's master's and PhD students participating in the Michigan Program in Survey Methodology (MPSM), as well as students in SRC's 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 under-represented populations, and increase direct outreach by ICPSR faculty and the Rackham diversity ally to students from under-represented groups at U-M and other universities, in an effort to diversify applicant pools.	Complete		

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
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 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 post-doctoral training programs across many dimensions.	Continue efforts to increase applications from under-represented populations.	Complete		
Institute for Social Research	Maintain the diversity of participants in the Population Studies Center (PSC's) pre- and post-doctoral training programs across many dimensions.	Continue to engage faculty with expertise in diversity, equity, and inclusion to assist in reviewing applications to postdoctoral programs.	Complete		
Institute for Social Research	Maintain the diversity of participants in the Population Studies Center (PSC's) pre- and post-doctoral training programs across many dimensions.	Continue to facilitate and encourage applications from PSC trainees 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.	Increase efforts to publicize opportunities in media that reach under-represented 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.	Continue to provide information and support for applications for NIH Research Supplements to promote diversity in research.	In Progress		Halfway Complete
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 pre-doctoral 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.	In Progress		Just 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.	In Progress		Somewhat Complete
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.	Continue to provide an ISR intranet-based portal where ISR community members may make anonymous suggestions and report concerns.	Complete		

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
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 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.	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.	Continue to review staff recognition programs throughout U-M (e.g., UMHS employee recognition program) and design a similar all-ISR program.	In Progress		Halfway 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		Halfway 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 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.	Continue to 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		Halfway 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.	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 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		

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Institute for Social Research	Increase awareness of diversity-related issues across ISR faculty, staff, and students.	Continue 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	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.	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).	Complete	●	
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.	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.	Complete	●	
Information & Technology Services	Invest in and build cultural competency.	Continue to increase expectation that understanding DEI issues and gaining workplace skills to use that knowledge is part of ITS Staff development.	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 dialog, etc.).	Complete	●	
Information & Technology Services	Educate our community on sexual harassment and misconduct prevention in an effort to promote a safe & supportive environment for all members to work, learn, and thrive.	Support unit-level participation in mandatory training.	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	Promote and raise awareness of ITS's commitment to DEI.	Continue building awareness of ITS commitment to DEI, with renewed emphasis on our midway progress in the five-year plan, and the outcomes measured as a result.	Complete	●	
Information & Technology Services	Enhance the ITS culture and workplace through events, communication, and employee engagement.	Encourage each ITS team, group, or area to regularly engage with the online DEI Passport, and to hold at least one in-person DEI activity, as recommended by the ITS committee, to raise awareness of DEI issues.	Complete	●	

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
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.	Complete	●	
Information & Technology Services	Continue to develop a robust accountability system and techniques for conflict identification and resolution.	Continue to publicize existing University pathways for reporting concerns and to encourage staff to report concerns for resolution.	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.	Complete	●	
Information & Technology Services	Enhance foundation to provide accessibility to all faculty, staff and students.	Work with the Promoting an Equitable and Inclusive Community team on their C2.2 initiative (facilitating inclusivity of facilities, technology, and information).	Complete	●	
Information & Technology Services	Commit to helping the university better understand DEI as it relates to computing and IT.	Emphasize DEI communication and support for the Dearborn and Flint campuses.	Complete	●	
Information & Technology Services	Commit to helping the university better understand DEI as it relates to computing and IT.	Continue development of a white paper that presents ways for application of universal design principles to improve quality, and share for feedback and implementation ideas.	In Progress	●	Almost Complete
Law School	Recruit diverse class at pre-admit stage. (Students)	Recruiting travel, including to those with more diverse potential applicants.	Complete	●	
Law School	Recruit diverse class at pre-admit stage. (Students)	Participate in pipeline initiatives.	Complete	●	
Law School	Recruit diverse class at pre-admit stage. (Students)	Relationships with key advisers.	Complete	●	
Law School	Recruit diverse class at pre-admit stage. (Students)	Solicit through LSAC candidate referral service.	Complete	●	
Law School	Recruit diverse class at pre-admit stage. (Students)	Multiple contacts with potential candidates.	Complete	●	
Law School	Recruit diverse class at pre-admit stage. (Students)	Broad use of fee waivers.	Complete	●	
Law School	Recruit diverse class at admissions stage. (Students)	Review applicants through our holistic, time- and resource intensive process using individualized and non-mechanical criteria.	Complete	●	
Law School	Recruit diverse class at admissions stage. (Students)	Consider the diversity of the class as a whole, across many dimensions.	Complete	●	
Law School	Recruit diverse class at post-admit stage. (Students)	Devote considerable resources to communicating with admitted students to address concerns & develop their sense of community.	Complete	●	
Law School	Recruit diverse class at post-admit stage. (Students)	Individual attention from admissions staff member regarding available financial resources.	Complete	●	
Law School	Recruit diverse class at post-admit stage. (Students)	Encourage campus visits.		●	
Law School	Recruit diverse class at post-admit stage. (Students)	Utilize faculty, students and alumni to recruit individual students.	Complete	●	
Law School	Recruit diverse class at post-admit stage. (Students)	Employ creative initiatives, e.g. videos that address specific identity groups.	Complete	●	
Law School	Recruit and retain diverse faculty.	Continually engage the faculty in conversations about hiring criteria and tradeoffs (i.e., proven track record vs. potential and "coachability") and methods of identifying qualified candidates from underrepresented backgrounds to diversify applicant pools.	Complete	●	
Law School	Recruit and retain diverse faculty.	Track the winners of awards that recognize scholars and scholarship in fields focusing on underrepresented populations in order to identify potential faculty candidates.	Complete	●	

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Law School	Recruit and retain diverse faculty.	Informally mentor diverse scholars at other schools who may, in the future, be potential faculty candidates.	Complete	●	
Law School	Recruit and retain diverse faculty.	Develop relationships with diverse scholars in doctoral programs and fellowships at other schools who may, in the future, be potential faculty candidates.	Complete	●	
Law School	Recruit and retain diverse faculty.	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	Recruit and retain diverse faculty.	Proactively seek new faculty hires in underrepresented disciplines.	Complete	●	
Law School	Recruit and retain diverse faculty.	Improve both attraction of new faculty and retention of current faculty by nurturing hospitable faculty climate.	Complete	●	
Law School	Recruit and retain diverse faculty.	Continue efforts to expand talent pool for new faculty hires by looking for candidates not already seeking employment as faculty.	Complete	●	
Law School	Recruit and retain diverse faculty.	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	Recruit and retain diverse faculty.	Use the resources of the University's STRIDE Committee to seek advice on best hiring practices and strategies for improving faculty diversity, and require all faculty hiring committee members to attend STRIDE training.	Complete	●	
Law School	Recruit and retain diverse faculty.	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	Recruit and retain diverse faculty.	Ensure that the pools of candidates interviewed in the entry-level market contain candidates from a wide variety of backgrounds.	Complete	●	
Law School	Recruit and retain diverse faculty.	Identify academic programs or conferences focused on issues of particular interest to underrepresented populations in order to identify potential faculty candidates.	Complete	●	
Law School	Recruit and retain diverse faculty.	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	Recruit and retain diverse faculty.	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	Continue to support career advancement of faculty.	Continue the appointment of tenure support committees.	Complete	●	
Law School	Continue to support career advancement of faculty.	Continue to provide a comprehensive faculty orientation program for all faculty members.	Complete	●	
Law School	Continue to support career advancement of faculty.	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	Continue to support career advancement of faculty.	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	Recruit and retain diverse staff.	Regularly engage current staff in conversations about recruiting and hiring criteria.	Complete	●	




















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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Law School	Recruit and retain diverse staff.	Expose candidates to wide range of law school community.	Complete	●	
Law School	Recruit and retain diverse staff.	Develop broad pool through resources aimed at a variety of sources.	Complete	●	
Law School	Recruit and retain diverse staff.	Improve attraction and retention by nurturing a hospitable climate.	Complete	●	
Law School	Students will view reconstituted EEC as valuable avenue for feedback related to DEI issues in the classroom and larger law school community.	Propose ways to implement the Law School's goals relating to the educational environment.	Complete	●	
Law School	Students will view reconstituted EEC as valuable avenue for feedback related to DEI issues in the classroom and larger law school community.	Periodically review and assess the Law School's activities in this area and propose ways to reform both the concrete goals that are identified in the Charter for Cultivating a Diverse, Equitable, and Inclusive Educational Environment and the programs that the Law School has developed to implement those goals.	Complete	●	
Law School	Students will view reconstituted EEC as valuable avenue for feedback related to DEI issues in the classroom and larger law school community.	Periodically review and assess the EEC's own composition and activities on the educational environment, and propose reforms for improving the EEC.	Complete	●	
Law School	Students will view reconstituted EEC as valuable avenue for feedback related to DEI issues in the classroom and larger law school community.	Serve as a forum for students, faculty, and administrators to communicate with one another about and work together on issues relating to the educational environment.	Complete	●	
Law School	Provide challenging, welcoming, and inclusive classrooms. (Students)	Promote inclusive teaching to faculty.	Complete	●	
Law School	Provide challenging, welcoming, and inclusive classrooms. (Students)	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. (Students)	Consistent communication by the administration to students regarding the state of diversity, equity, and inclusion efforts.	In Progress	●	Halfway Complete
Law School	Law school values diversity, equity, and inclusion and is responsive to related concerns. (Students)	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. (Students)	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	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 online training.	Complete	●	
Law School	Provide challenging, welcoming, and inclusive classrooms. (Faculty)	Provide faculty programming to promote challenging, welcoming, and inclusive teaching.	Complete	●	
Law School	Provide challenging, welcoming, and inclusive classrooms. (Faculty)	Seek consultation for faculty members from UM CRLT and IGR.	Complete	●	
Law School	Give faculty tools for making the classroom a more inclusive space and responding to DEI issues as they arise; identify and address potential DEI issues within the faculty culture.	Hold faculty retreat.	Complete	●	
Law School	Give faculty tools for making the classroom a more inclusive space and responding to DEI issues as they arise; identify and address potential DEI issues within the faculty culture.	Provide faculty programming on systemic bias, how systemic bias manifests, and on tools for how to handle issues as they arise in the classroom.	Complete	●	
Law School	Give faculty tools for making the classroom a more inclusive space and responding to DEI issues as they arise; identify and address potential DEI issues within the faculty culture.	Structure a conversation on strengths, weaknesses, and ideas for reforming faculty culture.	Complete	●	

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Law School	Pathways for conflict resolution. (Faculty)	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	Improve overall satisfaction of staff.	Provide DEI training for senior administrative staff to support diverse staff.	In Progress		Somewhat Complete
Law School	Improve overall satisfaction of staff.	Support community initiatives such as staff newsletter.	Complete		
Law School	Improve overall satisfaction of staff.	Develop and support social and work-related community-wide events.	Complete		
Law School	Pathways for conflict resolution. (Staff)	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.	Continue to 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.	Implement faculty mentoring plans within all departments.	In Progress		Somewhat Complete
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	Improve Faculty Mentoring and Career Advising.	Develop and implement DEI course offerings for LSA faculty.	In Progress		Almost Complete
College of Literature, Science and the Arts	Faculty Recruitment.	Establish departmental diversity recruitment plans for position requests (pending LSA EC approval)	In Progress		Somewhat Complete
College of Literature, Science and the Arts	Recruit, Retain & Support a Diverse Range of Students (First-Year & Transfers).	Bring together the creation of outreach, recruitment, and support efforts for incoming first- year students with the goals to further diversify the student population by recruiting and supporting transfer students, especially those from community colleges, veterans, and international transfers.	In Progress		Almost Complete
College of Literature, Science and the Arts	Recruit, Retain & Support a Diverse Range of Students (First-Year & Transfers).	Across these efforts we use student recruitment, cohort programs, and learning communities as vehicles to promote student success.	In Progress		Somewhat Complete
College of Literature, Science and the Arts	Increase Equitable Access to Resources & High-Impact Learning Opportunities for All Students.	Coordinate and direct program design and fundraising toward lowering barriers to access and participation in educational opportunities, especially in high- impact practices such as internships, study abroad, community-based learning, undergraduate research, department-based cohort experiences and career coaching, as well as access to preparation for competitive national fellowships and scholarships, and graduate and professional school.	In Progress		Almost Complete
College of Literature, Science and the Arts	LSA Inclusive Classrooms.	Provide training, support and inspiration in inclusive teaching and learning pedagogies for 80% of LSA's instructional faculty by 2021.	In Progress		Almost Complete
College of Literature, Science and the Arts	Diversify STEM: Continue to Develop Inclusive Undergrad STEM Education.	Promote greater collaboration across pre-college programs, student recruitment, and student support programs, along with faculty-driven curricular efforts to promote inclusive pedagogies in "foundational" courses in the Natural Sciences.	In Progress		Somewhat Complete
College of Literature, Science and the Arts	Diversify STEM: Continue to Develop Inclusive Undergrad STEM Education.	Establish more robust coordination among student support programs, deeper engagement with academic departments and faculty members.	Complete		

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
College of Literature, Science and the Arts	Diversify STEM: Continue to Develop Inclusive Undergrad STEM Education.	More intense focus on creating inclusive teaching and learning environments.	Complete		
College of Literature, Science and the Arts	Diversify STEM: Continue to Develop Inclusive Undergrad STEM Education.	Better alignment across teaching, mentoring and advising in ways that center the experiences of students inside and beyond classrooms and labs.	In Progress		Somewhat Complete
College of Literature, Science and the Arts	Cultivate a Critical Mass of Student Leaders to Help Improve Campus Climate.	Further institutionalize successful programs and to move the Inclusive Campus Corps from pilot to fully-scaled program with the goal of creating a critical mass of student workers and student leaders with training in inclusive practices.	In Progress		Halfway 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 and Humanities programs.	Complete		
College of Literature, Science and the Arts	Expand Preview Weekends for Graduate Student Recruitment.	Support existing departments who are participating in Preview weekends.	Complete		
College of Literature, Science and the Arts	Expand Preview Weekends for Graduate Student Recruitment.	Seek funding to enable other departments to join.	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.			
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.).			
College of Literature, Science and the Arts	Create Partnerships with Minority Serving Institutions.	Carry out the planned activities with identified partners.			
College of Literature, Science and the Arts	Create Partnerships with Minority Serving Institutions.	Evaluate effectiveness of partnerships.			
College of Literature, Science and the Arts	Improve Graduate Admissions Training and Support.	Promote Rackham admissions workshop to LSA graduate admissions chairs and committee members.	Complete		
College of Literature, Science and the Arts	Improve Graduate Admissions Training and Support.	Create internal website for sharing information on admission and selection of prospective applicants, including language for communications.	In Progress		Just 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		Somewhat Complete
College of Literature, Science and the Arts	Involve Graduate Students in the Dean's Office DEI initiatives.	Work with existing recognized graduate student organizations.	Not Started		
College of Literature, Science and the Arts	Involve Graduate Students in the Dean's Office DEI initiatives.	Coordinate with Rackham on outreach.	Complete		
College of Literature, Science and the Arts	Increase Training and Support for GSIs.	Create website for training options.	In Progress		Just Started
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.	Evaluate existing training to determine whether new programming could fill in any gap; involve students in evaluations.	Not Started		

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
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, especially to address issues relevant to international students and those with disabilities. 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	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 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 and 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
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; recognize exemplary staff with awards and other forms of recognition.	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

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
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	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
Life Sciences Institute	Assess current status of the LSI climate by sending an all-LSI survey.	Send a climate survey to all LSI members.	Complete	●	
Life Sciences Institute	Assess current status of the LSI climate by sending an all-LSI survey.	Share results from the survey with all LSI members.	Complete	●	
Life Sciences Institute	Assess current status of the LSI climate by sending an all-LSI survey.	Provide an opportunity for LSI members to react and engage with the survey findings.	In Progress	●	Somewhat Complete
Life Sciences Institute	Ensure that the LSI community understand the paths to reporting conflicts and concerns with the LSI.	Have management periodically reach out to ask administrative staff about concerns, including during the annual performance review.	Complete	●	
Life Sciences Institute	Ensure that the LSI community understand the paths to reporting conflicts and concerns with the LSI.	Incorporate conflict resolution information in the onboarding of new members of the LSI community.	Complete	●	
Life Sciences Institute	Ensure that the LSI community understand the paths to reporting conflicts and concerns with the LSI.	Continue to encourage members of the LSI community to report concerns for resolution to management and/or the Office of Institutional Equity (OIE), as needed.	Complete	●	
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	●	
Life Sciences Institute	Increase our outreach efforts to enhance the recruitment of underrepresented minority faculty members at all ranks.	Investigate options for creation of a fellowship focused on promoting broad diversity.	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	●	
Life Sciences Institute	Increase our outreach efforts to enhance the recruitment of underrepresented minority faculty members at all ranks.	Consider creation of affiliate faculty to create pipeline for future recruitment and potentially help diversify faculty.	In Progress	●	
Life Sciences Institute	Increase our outreach efforts to enhance the recruitment of underrepresented minority faculty members at all ranks.	Pursue options related to sabbatical program geared toward faculty with commitment to diversity and/or who are focused on fields of science with high application to underrepresented groups.	In Progress	●	Somewhat Complete

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Life Sciences Institute	Increase information and practices to better maximize the likelihood that diverse, well-qualified candidates for faculty positions will be identified.	Host a pre-meeting with members of the faculty search committee to discuss the 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.	Complete		
Life Sciences Institute	Ensure the retention of LSI faculty through the provision of a work environment where they feel heard, included and invested.	Host an annual senior faculty meeting to discuss the progress of Assistant and Associate Professor faculty members.	Complete		
Life Sciences Institute	Ensure the retention of LSI faculty through the provision of a work environment where they feel heard, included and invested.	Benchmark how peers handle the review of senior-level, tenured faculty for creation of guideline and a process for review of LSI research professors.	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.	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.	Include tenure-home departments of LSI faculty in relevant activities.	In Progress		Somewhat 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.	In Progress		
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.	In Progress		Somewhat Complete
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.	In Progress		Somewhat 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 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.	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.	Query research-track faculty about what supports they would like (e.g., email group for communication, group for professional development and socialization).	Not Started		
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.	Complete		
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.	Not Started		
Life Sciences Institute	Increase efforts to retain staff members.	Send administrative and research/lab staff a mid-year check in survey.	Not Started		
Life Sciences Institute	Increase efforts to retain staff members.	Explore a tuition support program for lab staff.	Not Started		

















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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Life Sciences Institute	Increase efforts to retain staff members.	Create a lab manager group, similar to the LSI Grads and LSI Postdocs groups.	Not Started		
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.	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		Halfway Complete
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.	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.	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.	Serve as a participating unit for the LSA Collegiate Fellows Program and other relevant postdoc program opportunities that may arise.	Complete		
Life Sciences Institute	Seek to retain trainees by offering resources and a supportive climate.	Offer a trainee retreat geared toward community building.	Complete		
Life Sciences Institute	Seek to retain trainees by offering resources and a supportive climate.	Provide information about funding/fellowship opportunities.	Complete		
Life Sciences Institute	Seek to retain trainees by offering resources and a supportive climate.	Offer opportunities for trainees to meet administrative staff and learn about the resources available to them.	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.	Complete		
Life Sciences Institute	Seek to retain trainees by offering resources and a supportive climate.	Name a new Faculty Ally for Diversity for the Program in Chemical Biology.	Complete		
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		
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.	Query LSI community about which training topics would be most useful.	In Progress		Somewhat Complete
Life Sciences Institute	Provide training opportunities for the broader LSI community.	Use survey data to identify 1-2 training topics in FY20.	In Progress		Halfway Complete
Life Sciences Institute	Provide training opportunities for the broader LSI community.	Offer 1-2 training opportunities for the LSI community.	In Progress		Somewhat Complete

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Life Sciences Institute	Provide training opportunities for the broader LSI community.	Offer training that includes a discussion of personal identity and identity groups.	In Progress		Just Started
Life Sciences Institute	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.	Complete		
Life Sciences Institute	Provide training and support to faculty in their roles.	Supplement sexual harassment and misconduct requirement with additional discussion or training opportunities.	In Progress		Just Started
Life Sciences Institute	Provide training and support to faculty in their roles.	Host a Mentoring Others Results in Excellence (MORE) workshop for all LSI faculty to share best practices for mentoring.	In Progress		Just 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.	In Progress		Somewhat Complete
Life Sciences Institute	Provide training to support administrative staff in their roles.	Continue to incorporate education sessions at periodic all-staff meetings applicable to diversity, equity and inclusion topics.	Complete		
Life Sciences Institute	Provide training to support administrative staff in their roles.	Require annual management training session for all LSI administrative directors.	In Progress		Just Started
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 Five 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, open to all members.	Not Started		
Life Sciences Institute	Engage the LSI community in developing, evaluating and prioritizing actions and strategies for how to improve diversity, equity and inclusion.	Host discussions targeted to particular groups (e.g., trainees, lab managers).	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.	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.	Send an annual DEI update newsletter.	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.	Develop more robust DEI webpage content.	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.	Offer to provide presentations at lab meetings with updates on DEI activities.	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.	Continue to explore new methods to improve internal communications (e.g., additional digital screens, elevators, conference rooms).	Complete		












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School/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.	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).	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.	Not 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.	Begin work on the new iteration of the intranet for communicating with our internal audience.	In Progress		Somewhat 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.	Increase involvement and accessibility of building tours.	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.	Query new members at 3 months to learn what could be improved for their onboarding experience.	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.	Implement a Statement of Community Values.	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.	Clarify use of core and shared equipment.	In Progress		
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.	Conduct a more focused review of all core values.	Complete		
Life Sciences Institute	Foster inclusion for all members of the LSI community through events and activities, both professional and social.	Offer regular social activities.	Complete		
Life Sciences Institute	Foster inclusion for all members of the LSI community through events and activities, both professional and social.	Offer funding support to allow LSI trainees and the STEM in Color organization to host speakers.	Complete		
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, Equity, and Inclusion Summit activities.	Complete		
Life Sciences Institute	Foster inclusion for all members of the LSI community through events and activities, both professional and social.	Continue to 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.	Be more inclusive of other identity groups when planning events and communications.	Complete		















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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Life Sciences Institute	Foster inclusion for all members of the LSI community through events and activities, both professional and social.	Offer a building-wide activity to include custodial staff, facilities and operations staff, and ULAM staff.	Not Started		
Life Sciences Institute	Make LSI spaces more inclusive and safe places for building residents and visitors.	Update signage and create guidelines for use of personal rooms.	In Progress		
Life Sciences Institute	Make LSI spaces more inclusive and safe places for building residents and visitors.	Communicate about the LSI's gender inclusive restrooms.	Complete		
Life Sciences Institute	Expand efforts to support international members of the LSI.	Proactively communicate with international members about relevant issues (e.g., visas, tax resources).	Complete		
Life Sciences Institute	Expand efforts to support international members of the LSI.	Collate relevant information for international members on the LSI intranet.	In Progress		Somewhat Complete
Life Sciences Institute	Expand efforts to support international members of the LSI.	Offer funding to support participation in the ELI Academic English Course for International Scholars.	Complete		
Life Sciences Institute	Expand efforts to support international members of the LSI.	Offer English conversation practice sessions.	Complete		
Life Sciences Institute	Increase community building and inclusiveness for trainees.	Incorporate feedback from surveys in programmatic planning.	Complete		
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.	Continue to offer social and professional development activities for trainees.	Complete		
Life Sciences Institute	Provide a supportive environment for current and future undergraduate students working in the LSI.	Continue to support the Undergraduate Research Forum group's efforts.	Complete		
Life Sciences Institute	Provide a supportive environment for current and future undergraduate students working in the LSI.	Host an annual LSI Summer Research Poster Session for undergraduate students doing research in the LSI over the summer.	Complete		
Life Sciences Institute	Provide a supportive environment for current and future undergraduate students working in the LSI.	Offer an appreciation lunch for undergraduates.	Not Started		
Life Sciences Institute	Provide a supportive environment for current and future undergraduate students working in the LSI.	Conduct an end of program survey for the Perrigo Undergraduate Research Program.	Complete		
Life Sciences Institute	Provide a supportive environment for current and future undergraduate students working in the LSI.	Encourage all LSI faculty to enroll as a faculty mentor for U-M's Undergraduate Research Opportunity Program (UROP).	Complete		
Life Sciences Institute	Provide a supportive environment for current and future undergraduate students working in the LSI.	Share information about the LSI with current U-M undergraduate students, including M-STEM summer program participants	Complete		
Life Sciences Institute	Provide support to increase the impact of LSI outreach efforts.	Continue to expand scope of the Aspirnaut high school research internship program, focused on students from underserved areas and socioeconomically disadvantaged groups.	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.	Continue to develop LSI resources for outreach, including improving the LSI training bench and creating demo boxes.	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.	Implement LSI tour request protocol for outreach purposes.	Complete		
Life Sciences Institute	Provide support to increase the impact of LSI outreach efforts.	Increase outreach presence on the LSI website by adding content and a contact for this area.	Complete		

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
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.	Continue to offer the 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.	Attempt to recruit a participant in the joint U-M, Washtenaw County, and Michigan Works Program for Youth Employment, and Mentorship program.			
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.	Complete		
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.	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.	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.	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.	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.	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.	Continue to train students, postdocs, staff and faculty at U-M in the strategy, technology and execution of effective high throughput biology, crystallography, protein production and drug screening (for CCG and CSB) and the strategy, operational planning and executive of effective academic drug discovery at U-M (for Michigan Drug Discovery).	Complete		
Matthaei Botanical Garden & 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 advertise staff positions broadly to encourage a diverse pool of applicants.	In Progress		Somewhat Complete
Matthaei Botanical Garden & 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 review our staff selection processes to reduce bias as applications are reviewed and ranked.	In Progress		Somewhat Complete
Matthaei Botanical Garden & 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 creative strategies to increase student participation in our volunteer program.	In Progress		Somewhat Complete
Matthaei Botanical Garden & 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 a "Rain Garden Stewardship/Adopt-a-Rain-Garden" initiative to involve student organizations in volunteering and stewardship at the Gardens and Arboretum. We think this will engage students not currently involved.	In Progress		Just Started
















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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Matthaei Botanical Garden & 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, to encourage a pipeline of diverse applicants.	Not Started		
Matthaei Botanical Garden & 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 campus-wide priority.	In Progress		Halfway Complete
Matthaei Botanical Garden & Nichols Arboretum	Be a key site to facilitate the pipeline DEI objectives of other University units.	Continue hosting College Horizon students at our properties to identify how we can best serve this key campus-wide priority.	Complete		
Matthaei Botanical Garden & 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.	In Progress		Somewhat Complete
Matthaei Botanical Garden & Nichols Arboretum	Build DEI skills and provide DEI experiences for our staff (including student staff and non-FTE).	To ensure pay equity, update our compensation policy to define the parameters of Market Value based wages. This includes adjustments to our student pay rates to be adjusted for school year and summer intern hires.	In Progress		Somewhat Complete
Matthaei Botanical Garden & Nichols Arboretum	Build DEI skills and provide DEI experiences for our staff (including student staff and non-FTE).	Raise minimum hiring rate for summer interns to improve internship program for students from wider range of backgrounds and economic situations.	In Progress		Somewhat Complete
Matthaei Botanical Garden & Nichols Arboretum	Build DEI skills and provide DEI experiences for our staff (including student staff and non-FTE).	Ensure that all regular employees attend at least two annual DEI Experiences for an FTE employee (part time or short-term employees will attend a proportional amount).	Complete		
Matthaei Botanical Garden & Nichols Arboretum	Increase diversity, equity and inclusion among participants in our U-M student programs.	Provide low/no cost transportation options to Matthaei.	In Progress		Almost Complete
Matthaei Botanical Garden & 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 Garden & 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 Garden & 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.	In Progress		Just Started
Matthaei Botanical Garden & 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 Garden & 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 Garden & 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

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Matthaei Botanical Garden & 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 Garden & Nichols Arboretum	Build DEI skills among our student interns.	Evaluate the effectiveness of our DEI trainings and the overall Year 4 Plan as part of our annual student focus groups typically held in July.	In Progress		Almost Complete
Matthaei Botanical Garden & Nichols Arboretum	Build DEI skills among our student interns.	Error, I accidently added this as another action item, but it is listed below. 'Explore strategies to increase the diversity of our Vision Leaders.			
Matthaei Botanical Garden & Nichols Arboretum	Create a culture and environment of inclusivity and equity.	Explore strategies to increase the diversity of our Vision Leaders Group.	In Progress		Just Started
Matthaei Botanical Garden & Nichols Arboretum	Create a culture and environment of inclusivity and equity.	Support a DEI Committee at Matthaei-Nichols consisting of staff members to facilitate DEI objectives and increase representation at our unit.	Complete		
Matthaei Botanical Garden & 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 Garden & Nichols Arboretum	Create a culture and environment of inclusivity and equity.	Ensure that all regular employees attend at least two annual DEI Experiences for an FTE employee (part time or short-term employees will attend a proportional amount).	Complete		
Matthaei Botanical Garden & 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		Somewhat Complete
Matthaei Botanical Garden & Nichols Arboretum	Create a culture and environment of inclusivity and equity.	Share website content that represents our diversity in photos, text, events and more.	In Progress		Somewhat Complete
Matthaei Botanical Garden & Nichols Arboretum	Create a culture and environment of inclusivity and equity.	Continue to include DEI messaging in staff and volunteer onboarding materials and ensure that new staff and volunteers, setting an expectation of compliance, understand these policies.	Complete		
Matthaei Botanical Garden & Nichols Arboretum	Create a culture and environment of inclusivity and equity.	Set the expectation that Volunteer Captains leading teams of volunteers will assist regular staff in ensuring an inclusive and equitable environment at work days, volunteer events and the general atmosphere of Matthaei-Nichols.	Complete		
Matthaei Botanical Garden & Nichols Arboretum	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.	Complete		
Matthaei Botanical Garden & Nichols Arboretum	Ensure that staff understand and feel free to report conflicts and concerns within Matthaei-Nichols.	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.	In Progress		Somewhat Complete
Matthaei Botanical Garden & Nichols Arboretum	Ensure that staff understand and feel free to report conflicts and concerns within Matthaei-Nichols.	Continue to encourage staff to report concerns for resolution to management and/or the Office of Institutional Equity (OIE), as needed.	In Progress		Halfway Complete
Matthaei Botanical Garden & Nichols Arboretum	Ensure that staff understand and feel free to report conflicts and concerns within Matthaei-Nichols.	Continue to use anonymous reporting tool created for Matthaei-Nichols staff to submit DEI Comments and become aware of University reporting resources and tools.	Complete		

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Matthaei Botanical Garden & Nichols Arboretum	Remove a key barrier to participation in our landscapes and programs.	Integrate accessibility improvements into capital requests and planning.	In Progress		Just Started
Matthaei Botanical Garden & Nichols Arboretum	Remove a key barrier to participation in our landscapes and programs.	Make recommendations for trail modifications at the Arb & Gardens to allow better access for people with limited mobility.	In Progress		Somewhat Complete
Matthaei Botanical Garden & 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 Garden & Nichols Arboretum	Remove a key barrier to participation in our landscapes and programs.	Research additional ways to access the Arboretum and Gardens such as ride sharing, on demand ride services, self-driving cars, buses, bike shares, etc.	Complete		
Matthaei Botanical Garden & Nichols Arboretum	Remove a key barrier to participation in our landscapes and programs.	Pilot new program to provide on-demand transportation from campus to Botanical Gardens initially with existing funds and requesting additional funds from the Provost's office if necessary to continue program.	In Progress		Halfway Complete
Matthaei Botanical Garden & 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		Just Started
Matthaei Botanical Garden & 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		Somewhat Complete
Matthaei Botanical Garden & 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.	Complete		
Matthaei Botanical Garden & 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 Garden & 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 African-American History Month or the Diversity Summit.	Not Started		
Matthaei Botanical Garden & Nichols Arboretum	Provide exhibits and outreach that invite participation and increase mutual understanding.	Incorporate native edible foods in edible landscape displays at Strawbale building at the Campus Farm as part of collaborative project with Dow Sustainability Fellows.	In Progress		Almost Complete
Matthaei Botanical Garden & Nichols Arboretum	Provide exhibits and outreach that invite participation and increase mutual understanding.	Increase cultural input on collections such as the Bonsai & Penjing Garden and Peony Garden to ensure authenticity of our interpretation and displays.	Not Started		
Matthaei Botanical Garden & Nichols Arboretum	Provide exhibits and outreach that invite participation and increase mutual understanding.	Research the connection between plant collections and different cultures and how this can encourage participation in our community.	In Progress		Just Started
Matthaei Botanical Garden & 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 Garden & 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 (contingent on funding).	In Progress		Just Started

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Matthaei Botanical Garden & Nichols Arboretum	Provide exhibits and outreach that invite participation and increase mutual understanding.	Provide brochures and maps in large print.	In Progress		Just Started
Michigan Medicine	Leverage Michigan Medicine measurement and metrics tools to track activity and progress towards DEI goals.	Partner with Michigan Medicine stakeholders to build DEI component within institutional and Pulse surveys to capture "experience" data in real time on organizational dashboard (Vital Voices, Patient Satisfaction, ACGME, etc.).	Complete		
Michigan Medicine	Leverage Michigan Medicine measurement and metrics tools to track activity and progress towards DEI goals.	Design and implement data supported evaluation and accountability tracking structure.	Complete		
Michigan Medicine	Leverage Michigan Medicine measurement and metrics tools to track activity and progress towards DEI goals.	Provide tools and resources to DEI Leads and organizational partners to utilize the Organizational Dashboard for DEI action planning.	Complete		
Michigan Medicine	Leverage Michigan Medicine measurement and metrics tools to track activity and progress towards DEI goals.	Maintain a Departmental Dashboard that is based on the Organizational Dashboard model to inform departmental DEI strategy.	Complete		
Michigan Medicine	Infrastructure to support Michigan Medicine DEI Implementation.	Executive Steering committee to support leadership engagement.	Complete		
Michigan Medicine	Infrastructure to support Michigan Medicine DEI Implementation.	Diversity Working Group that executes recommendations of Executive Steering Committee.	Complete		
Michigan Medicine	Infrastructure to support Michigan Medicine DEI Implementation.	Support framework to guide the work of Faculty Leads for constituent communities.	Complete		
Michigan Medicine	Champion and promote aligned criteria and guidance for recruitment, hiring and selection that support diverse application pools.	Attract top talent to Michigan Medicine by maintaining partnerships with other universities and academic medical institutions.	Complete		
Michigan Medicine	Champion and promote aligned criteria and guidance for recruitment, hiring and selection that support diverse application pools.	Continue pipeline programs to broaden applicant talent pool and prepare students to enter Health Science Programs.	Complete		
Michigan Medicine	Champion and promote aligned criteria and guidance for recruitment, hiring and selection that support diverse application pools.	Host SIMFest- a recruitment fair to broaden learner applicant pool to Medical school and residency programs.	Complete		
Michigan Medicine	Champion and promote aligned criteria and guidance for recruitment, hiring and selection that support diverse application pools.	Survey organizational recruiting tools and expand development of comprehensive recruiting toolkit for all levels of leadership and staff.	In Progress		Almost Complete
Michigan Medicine	Champion and promote aligned criteria and guidance for recruitment, hiring and selection that support diverse application pools.	Diversity Fund -- assist faculty recruitment and advancement efforts that promote diversity, health equity and inclusion.	Complete		
Michigan Medicine	Champion and promote aligned criteria and guidance for recruitment, hiring and selection that support diverse application pools.	Cascade exit interview strategy and plan to inform retention strategy.	Complete		
Michigan Medicine	Champion and promote aligned criteria and guidance for recruitment, hiring and selection that support diverse application pools.	Develop Complaint triage process.	In Progress		Almost Complete
Michigan Medicine	Deliver and design learning solutions using a variety of delivery methods to support DEI for everyone; faculty, staff and learners.	Continue to develop multiple levels of education based on DEI competencies, including baseline general education for faculty, staff and learners.	Complete		
Michigan Medicine	Deliver and design learning solutions using a variety of delivery methods to support DEI for everyone; faculty, staff and learners.	Design specialized education on specific sub-topics; and education tracks for various audiences.	In Progress		Halfway Complete

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Michigan Medicine	Deliver and design learning solutions using a variety of delivery methods to support DEI for everyone; faculty, staff and learners.	Embed DEI curriculum within faculty development and leadership course offerings to develop pathways for leadership advancement.	Complete	●	
Michigan Medicine	Deliver and 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	Deliver and design learning solutions using a variety of delivery methods to support DEI for everyone; faculty, staff and learners.	Utilize needs assessment for Cultural Awareness and identify tools for increasing cultural sensitivity across Michigan Medicine to enhance patient care.	Complete	●	
Michigan Medicine	Deliver and 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, expand toolkit of resources, train-the-trainer tools, and educational templates.	Complete	●	
Michigan Medicine	Deliver and design learning solutions using a variety of delivery methods to support DEI for everyone; faculty, staff and learners.	Organize "Humanity Series" to celebrate diverse cultures and provide education on care considerations for different populations.	Complete	●	
Michigan Medicine	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.	Complete	●	
Michigan Medicine	Support framework for DEI resource groups to advise leadership on Michigan Medicine climate.	Implement framework for creating and ongoing support of resource teams.	Complete	●	
Michigan Medicine	Support framework for DEI resource groups to advise leadership on Michigan Medicine climate.	Provide mentorship and sponsorship to resource groups to align goals.	Complete	●	
Michigan Medicine	Increase access to optimize patient equity and enhance patient and provider experience.	Support DEI training and skilling-building of patient and family advisor.	Complete	●	
Michigan Medicine	Increase access to optimize patient equity and enhance patient and provider experience.	Support process for patient and family advisors to join DEI resource teams.	Complete	●	
Michigan Medicine	Increase access to optimize patient equity and enhance patient and provider experience.	Continue to publicize existing Michigan Medicine pathways for reporting concerns and to encourage students, faculty, residents and staff and patients to report concerns for resolution.	Complete	●	
Michigan Medicine	Increase access to optimize patient equity and enhance patient and provider experience.	Collaborate with the 1557 Coordinator to advise on policy changes to minimize patient conflict and discrimination.	Complete	●	
Michigan Medicine	Increase access to optimize patient equity and enhance patient and provider experience.	Collaborate with OPE to hold Just Ask: Cultural Sensitivity Provider Expo.	Complete	●	
Michigan Medicine	Increase access to optimize patient equity and enhance patient and provider experience.	Evaluate and Complete Health Equity Index.	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.	Apply consultation structure and formalized support system for DEI Implementation Leads.	Complete	●	
Michigan Medicine	Provide education, training, communication and support for DEI Unit Implementation Leads across Michigan Medicine.	Professional Development for DEI Implementation Leads.	Complete	●	
Michigan Medicine	Provide education, training, communication and support for DEI Unit Implementation Leads across Michigan Medicine.	Grow DEI Lead Community.	Complete	●	
Michigan Medicine	Provide education, training, communication and support for DEI Unit Implementation Leads across Michigan Medicine.	Grant DEI Advocate Award.	In Progress	●	Halfway Complete

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Michigan Medicine	Facilitate support for health equity concerns within Michigan Medicine and beyond.	Participate in Accreditation Council Graduate Medical Education Health Disparities Collaborative.	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.	Support End of Life committees and efforts.	Complete	●	
Michigan Medicine	Facilitate support for health equity concerns within Michigan Medicine and beyond.	Support DEI engagement across satellite locations.	Complete	●	
Michigan Medicine	Facilitate support for health equity concerns within Michigan Medicine and beyond.	Expand national presence.	Complete	●	
Michigan Medicine	Facilitate support for health equity concerns within Michigan Medicine and beyond.	Research logistical and planning needs to establish a Health Equity Consortium across the University of Michigan.	Complete	●	
Officer Education Programs	Demographic that Leads the Diversity Efforts of DoD and Be More Reflective of the UM Population.	Focus on Campus Freshman and transfer student fairs for outreach, as well as use cadet peer groups in order to attract key diversity candidates to the program.	In Progress	●	Almost Complete
Officer Education Programs	Demographic that Leads the Diversity Efforts of DoD and Be More Reflective of the UM Population.	Continue our FY 19 High School Recruiting efforts based on identified diversity "hot spots." Utilize Gold Bar Diversity Recruiters to focus on minority high schools.	Complete	●	
Officer Education Programs	Demographic that Leads the Diversity Efforts of DoD and Be More Reflective of the UM Population.	Set up informational/recruiting displays around campus to get word out to the entire UM community on the career opportunities afforded to service men and women.	In Progress	●	Almost Complete
Officer Education Programs	Demographic that Leads the Diversity Efforts of DoD and Be More Reflective of the UM 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 Education Programs	Enhance Diversity Training Already in Place.	Making mandated DoD training more engaging and interactive in order to promote a greater understanding amongst individuals.	Complete	●	
Officer Education Programs	Enhance Diversity Training Already in Place.	Utilize impact training through the University to broaden perspectives outside of DoD training.	Complete	●	
Officer Education Programs	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.	Complete	●	
Officer Education Programs	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.	Utilize impact training through the University to broaden perspectives outside of DoD training.	Complete	●	
Officer Education Programs	Educate and promote pathways for conflict resolution.	Utilize chain of command effectively.	Complete	●	
Officer Education Programs	Educate and promote pathways for conflict resolution.	Promote open door policy.	Complete	●	
Officer Education Programs	Continue to Emphasize OEP Community Involvement on Campus.	Build fostering relationships with other units and organizations around campus (for example: SAPAC, Women's Crew Team, College of Engineering, etc.)	In Progress	●	Almost Complete
Officer Education Programs	Promote 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	●	

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Officer Education Programs	Enhance diversity awareness in the workplace.	Broaden cultural awareness through outside leader engagement in order to provide differing perspectives.	In Progress		Halfway Complete
Officer Education Programs	Engage students that are military veterans.	Open our doors to new students that are military veterans and assist them with integrating into the University and community.	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 language stressing the importance of DEI in open position posts.	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	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.	Continue to populate the catalog of campus resources, articles and research for OBP staff members.	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 campus-wide opportunities (i.e. MLK day event, cultural/arts appreciation day, story-time, 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 (including Sexual Harassment and Misconduct Prevention), arrange a DEI training session, or organize opportunities for OBP staff members to watch DEI video presentations as a group.	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.	In Progress		Somewhat Complete
Office of Budget and Planning	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.	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.	Offer ways to engage staff members in the planning process.	Complete		
Office of Budget and Planning	Commit to fostering a more inclusive and equitable environment in OBP.	Ideas shared with staff on how to include activities in their normal work that promote an equitable and inclusive community.	Complete		
Office of Budget and Planning	Commit to fostering a more inclusive and equitable environment in OBP.	Evidence of protocol for staff members to voice their concerns or challenges they have or anticipate related to DEI.	Complete		

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Office of Budget and Planning	Commit to fostering a more inclusive and equitable environment in OBP.	Documented procedures and resources to help resolve concerns from staff members.	Complete	●	
Office of Budget and Planning	Commit to fostering a more inclusive and equitable environment in OBP.	Remind staff members about the 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	Expand the OBP inventory of reports/analyses related to DEI issues that meet the needs of the University community.	Review the need for additional statistical software or analytical tools that would enable OBP staff 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.	Remind staff members to add “Diversity”, “Equity” or “Inclusion” in the keyword field of the OBP task management system when a request or task has a DEI component to facilitate the unit’s evaluation of DEI-related work.	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 new reports can be added to the diversity section of the OBP website, whether there are data practices OBP can share with other units, develop standards/common definitions to help guide campus DEI-related 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. Catalog DEI-related research and analysis presented at the conferences.	Complete	●	
Office of Budget and Planning	Improve accessibility of online resources.	Conduct ADA review of our website.	Complete	●	
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 new reports and analyses or/and update current inventory under “Diversity, Equity & Inclusion Resources” on the OBP 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.	Continue M-Connects work with six community colleges.	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.	Complete	●	









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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.	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.	Document and train all staff in the onboarding process and all new staff will be processed through the new onboarding software.	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.	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	●	
Office of Diversity, Equity and Inclusion	Evaluate and improve practices that support the success, retention and promotion of a diverse staff.	ODEI leadership review and share findings from recent Y3 climate assessment survey. If it is decided to follow-up with focus groups, then those focus groups will not be organized around identity characteristics, but will be related to "issues affecting" various constituencies.	Complete	●	
Office of Diversity, Equity and Inclusion	Evaluate and improve practices that support the success, retention and promotion of a diverse staff.	Continue to develop new and communicate existing pathways to conflict resolution for responding to issues where staff may feel/perceive/experience a climate that is not inclusive. Consult with OGC where appropriate.	Complete	●	
Office of Diversity, Equity and Inclusion	Evaluate and improve practices that support the success, retention and promotion of a diverse staff.	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.	In Progress	●	Just 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 as a vital component of the division and the institution. (staff)	Develop a presentation and model to present the ODEI DEI Strategic plan in a format that is more digestible to staff.	In Progress	●	Halfway 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 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	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 coordinates U-M Annual Martin Luther King, Jr. Symposium Keynote Lecture focused on current political climate and prevailing and competing political ideologies across America, and provide space for young innovators in media to play a role in inspiring inclusion.	Complete	●	

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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.	In Progress		Halfway Complete
Office of Diversity, Equity and Inclusion	Utilize marketing and communication best practices to promote engagement with diversity, equity and inclusion.	The ODEI Marketing and Communications Manager oversees a monthly, office-wide newsletter, "Happening Across ODEI," where units can share news, opportunities, upcoming events, and report on outcomes related to recent activities.	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 as a 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.	In Progress		Somewhat 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.	Provide ongoing (quarterly or by semester) updates and opportunities for staff to provide feedback on the DEI strategic planning process.	Not Started		
Office of Diversity, Equity and Inclusion	Support a safe climate for all genders, sexes, and sexual orientations.	Ensure all staff have taken the universities online training on sexual harassment and misconduct.	Complete		
Office of Diversity, Equity and Inclusion	Continue to grow Wolverine Pathways through student participation, and successfully prepare students for entry into the university.	The Program Manager for Operations is charged with developing a strategic recruitment plan and the Program Manager for Campus and Community Relations is charged with completing an assessment of the 2018-2019 application and application process with the goal of improving these processes for the 2019-2020 application year.	Complete		
Office of Diversity, Equity and Inclusion	Continue to grow Wolverine Pathways through student participation, and successfully prepare students for entry into the university.	Develop a scope and sequence to be instituted fall of 2020 and will strategically attend to the math literacy and critical reading and writing demands associated with the SAT and the first year of college and selective college. Additionally, better outline a scholar and parent curriculum that better supports high school selection, study habits, and the college 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.	Define Math and ELA as the core elements of WP curriculum with opportunities to integrate Science and Social Science as would be appropriate to achieving the goals outlined as part of the scope and sequence to be instituted beginning fall 2020. Determine whether, where, and/or how to integrate financial literacy and social emotional learning given this same scope and sequence.	Complete		
Office of Diversity, Equity and Inclusion	Continue to grow Wolverine Pathways through student participation, and successfully prepare students for entry into the university.	Assess the process and outcomes of relying on college admissions coaches and/or admissions reviewers (rather than on secondary teachers) to support the college application process, including intensive reviews of essays. Determine how we should coordinate WP's college application process for the 2019-2020 year given this assessment.	Complete		
Office of Diversity, Equity and Inclusion	K-12 Outreach Hub: The 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.	Complete		

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Office of Diversity, Equity and Inclusion	K-12 Outreach Hub: The 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).	In Progress		Somewhat Complete
Office of Diversity, Equity and Inclusion	K-12 Outreach Hub: The 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: The 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.	In Progress		Almost Complete
Office of Diversity, Equity and Inclusion	K-12 Outreach Hub: The 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: The 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		
Office of Diversity, Equity and Inclusion	K-12 Outreach Hub: The 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: The 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: The 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		

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Office of Diversity, Equity and Inclusion	K-12 Outreach Hub: The 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.	Complete		
Office of Enrollment Management	Use targeted outreach strategies to recruit and create diverse and qualified applicant pools in areas of under-utilization.	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 under-utilization.	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 under-utilization.	HR Director runs applicant summary report to assess pool demographics and discusses demographics relevant to larger pool.	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.	Develop mentoring program, goals and outcomes as part of New Employee Welcome Program.	In Progress		Just 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.	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	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).	In Progress		Just Started
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.	In Progress		Just Started
Office of Enrollment Management	Provide funding for activities related to diversity, equity & 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.	Complete		
Office of Enrollment Management	Provide funding for activities related to diversity, equity & inclusion in the form of application for a grant.	Require a reflection upon completion of activity in order to distribute funds.	Complete		
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.	Complete		
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	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.	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.	Complete		

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
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.	In Progress		Somewhat Complete
Office of Enrollment Management	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.	Complete		
Office of Enrollment Management	American Talent Initiative Consortium of colleges working collaboratively to expand access and opportunity for highly-talented lower-income students.	Increase application of low- and moderate-income high-ability Michigan residents to U-M.	Complete		
Office of Enrollment Management	Increase PELL recipient enrollment, transfer applications, and applications of low- and moderate- income, state of Michigan residents to U-M.	To understand the landscape of current university-CBO (Community-Based Organizations) partnerships in target cities and evaluate existing university-CBO partnerships to determine outreach gaps in Year 1 of the Urban Schools Initiative.	Complete		
Office of Enrollment Management	Increase PELL recipient enrollment, transfer applications, and applications of low- and moderate- income, state of Michigan residents to U-M.	Increase PELL recipient enrollment.	Complete		
Office of Enrollment Management	Increase PELL recipient enrollment, transfer applications, and applications of low- and moderate- income, state of Michigan residents to U-M.	Increase application engagement through the Coalition and Common Application for low/moderate income.	Complete		
Office of Enrollment Management	Increase PELL recipient enrollment, transfer applications, and applications of low- and moderate- income, state of Michigan residents to U-M.	Michigan meets full demonstrated need for Michigan residents and low/moderate income Non-residents.	In Progress		Halfway Complete
Office of Enrollment Management	Increase PELL recipient enrollment, transfer applications, and applications of low- and moderate- income, state of Michigan residents to U-M.	Retain and graduate PELL eligible students at rates equivalent to non-PELL eligible students.	In Progress		Almost Complete
Office of Enrollment Management	Increase PELL recipient enrollment, transfer applications, and applications of low- and moderate- income, state of Michigan residents to U-M.	Increase transfer applications from veteran students.	In Progress		Somewhat Complete
Office of Enrollment Management	Native American Initiative: Increase awareness of U-M by Native students as well as engage in strategic recruiting with this population of students.	Determine recruitment plan for Native American students.	In Progress		Halfway Complete
Office of Enrollment Management	Native American Initiative: Increase awareness of U-M by Native students as well as engage in strategic recruiting with this population of students.	Involve U-M Native American student Association with recruitment efforts, including call-ins.	In Progress		Somewhat Complete
Office of Enrollment Management	Urban Initiatives Recruitment: Increase awareness of U-M by students from urban communities through strategic partnerships with Community-Based Organizations.	CBO (Community-Based Organizations) student attendance at program, increased knowledge of U-M within targeted CBO community.	Complete		
Office of Enrollment Management	Urban Initiatives Recruitment: Increase awareness of U-M by students from urban communities through strategic partnerships with Community-Based Organizations.	Establish MOU (Memorandum of Understanding) agreements with CBOs (Community-Based Organizations).	In Progress		Almost Complete
Office of Enrollment Management	Urban Initiatives Recruitment: Increase awareness of U-M by students from urban communities through strategic partnerships with Community-Based Organizations.	Invite CBO (Community-Based Organizations) counselors to Counselors Fly-In program.	Complete		
Office of Enrollment Management	Urban Initiatives Recruitment: Increase awareness of U-M by students from urban communities through strategic partnerships with Community-Based Organizations.	Recruitment staff visits to CBOs (Community-Based Organizations).	Complete		

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Office of Enrollment Management	POSSE: The Posse Foundation identifies public high school students with extraordinary academic and leadership potential who may be overlooked by traditional college selection processes. As a STEM partner, U-M will enroll 10 Posse students a year and work with those students to assist with academic success in their career at U-M.	Participation in Posse Plus Retreat, Collaboration with University Career Center.	Complete	●	
Office of Enrollment Management	POSSE: The Posse Foundation identifies public high school students with extraordinary academic and leadership potential who may be overlooked by traditional college selection processes. As a STEM partner, U-M will enroll 10 Posse students a year and work with those students to assist with academic success in their career at U-M.	All 20 students remain at U-M (barring unusual circumstances).	Complete	●	
Office of Enrollment Management	POSSE: The Posse Foundation identifies public high school students with extraordinary academic and leadership potential who may be overlooked by traditional college selection processes. As a STEM partner, U-M will enroll 10 Posse students a year and work with those students to assist with academic success in their career at U-M.	Develop STEM appropriate career curriculum for Posse students from First year to Senior year.	Complete	●	
Office of Enrollment Management	POSSE: The Posse Foundation identifies public high school students with extraordinary academic and leadership potential who may be overlooked by traditional college selection processes. As a STEM partner, U-M will enroll 10 Posse students a year and work with those students to assist with academic success in their career at U-M.	Coordinate graduation ceremony for Posse 1 and establish future cohorts.	Complete	●	
Office of Enrollment Management	Engage new students in understanding of what it means to join a diverse academic community.	Introduce students to U-M values regarding diversity and inclusion and their rights and responsibilities within this community.	Complete	●	
Office of Enrollment Management	Engage new students in understanding of what it means to join a diverse academic community.	Increase students' awareness of available campus resources that provide assistance, support or information to individuals who are experiencing particular forms of discrimination or harassment or who are having a problem in the work or learning environment.	Complete	●	
Office of Enrollment Management	Engage new students in understanding of what it means to join a diverse academic community.	Highlight "Expect Respect" with new ETC sketch sharing current student stories in joining a diverse community, emphasizing the importance of building competence in working in diverse teams in our Collaboration Session.	Complete	●	
Office of Enrollment Management	Engage new students in developing bystander intervention skills through "Change It Up" workshop.	Identify self-awareness and social responsibility as qualities of strong personal leadership.	Complete	●	
Office of Enrollment Management	Engage new students in developing bystander intervention skills through "Change It Up" workshop.	Discuss one's own and others' identities and experiences.	Complete	●	
Office of Enrollment Management	Engage new students in developing bystander intervention skills through "Change It Up" workshop.	Discuss and practice how to leverage bystander intervention skills within their campus communities.	Complete	●	
Office of Enrollment Management	Provide leadership to campus to better serve first-generation and low-income (FGLI) students and their families.	Continue to provide supervision to First Gen Project manager, support First Gen Commission, and create ongoing first-generation and low-income (FGLI) working group to coordinate efforts to improve climate and services to this population.	Complete	●	
Office of Enrollment Management	Provide leadership to campus to better serve first-generation and low-income (FGLI) students and their families.	Expand parent and family outreach to participants of HAIL, Go Blue Guarantee, etc.	In Progress	●	Somewhat Complete

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Office of Enrollment Management	Implementation of extended ethnicity collection and reporting.	Design and develop reports.	In Progress		Somewhat Complete
Office of Enrollment Management	Implementation of extended ethnicity collection and reporting.	Complete implementation of table and self-service page shared by student and Human Resources in MPathways.	Complete		
Office of Enrollment Management	Implementation of extended ethnicity collection and reporting.	Move data to appropriate Data Warehouses.	Complete		
Office of Enrollment Management	Implementation of extended ethnicity collection and reporting.	Develop criteria for use of data in research.	In Progress		Somewhat Complete
Office of Enrollment Management	Implementation of extended ethnicity collection and reporting.	Continue working with admission application services to include these data as collection points in their applications.	In Progress		Somewhat Complete
Office of Enrollment Management	Develop and collect exit surveys.	Pilot survey and share results with leadership, including disaggregated data regarding low-income, URM, and first-gen populations.	Complete		
Office of Enrollment Management	Develop and collect exit surveys.	Identify potential programmatic and academic barriers to improve retention and graduation rates.	In Progress		Somewhat 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, continue to periodically review makeup of applicant pools and interview pools for any open positions.	Complete		
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.	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.	Pilot "blinding" resumes for first round of next search.	Complete		
Office of the General Counsel	Promote staff professional development and career/title advancement.	Continue the formal onboarding process developed for new attorney, paralegal, and legal assistant/secretary hires, 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.	In Progress		Almost Complete

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
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.	Continue to 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	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.	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) 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 publicize existing University pathways for reporting concerns and 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 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 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, including potential joint screening of Me, The Other.	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.	In Progress	●	Halfway 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 or otherwise, including by exploring listing available presentation topics on OGC website.	Complete	●	
Office of VP and 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.	Complete	●	
Office of VP and 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. Check in with central HR to review proposed language.	Complete	●	
Office of VP and 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	●	

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Office of VP and Government Relations	Evaluate departmental new employee orientation process focusing on how we communicate values and expectations related to diversity, equity, and inclusion.	Meet with all hiring staff/supervisors to be able to come up with a plan that best suites our office and information that needs to be relayed.	In Progress		Just Started
Office of VP and Government Relations	Develop recommendations for new employee orientation based on evaluation.	Based on meeting with hiring staff/supervisors create a plan that would be beneficial with all staff members that come on board as new employees.	In Progress		Just Started
Office of VP and Government Relations	Assure all staff feel recognized and supported.	Investigate available resources for staff development.	In Progress		Somewhat Complete
Office of VP and Government Relations	Assure all staff feel recognized and supported.	Continue to explore more opportunities to provide to our team and provide a space for discussion after a documentary or film.	In Progress		Somewhat Complete
Office of VP and 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		
Office of VP and Government Relations	Increase cross-cultural competency for all staff.	Continue to 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		Somewhat Complete
Office of VP and 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 and Government Relations	Include DEI-related topics at monthly staff meeting when appropriate to better meet communication needs across teams within government relations.	Continue to include DEI-related topics at monthly staff meetings when appropriate to better meet communication needs across teams within government relations.	Complete		
Office of VP and Government Relations	Strategically target interactions with organizations that enhance the university's ability to meet its diversity objectives.	Continue to search for key organizations (and forums) that we currently work with and brief them on the university's diversity, equity and inclusion initiatives. Solicit feedback if appropriate.	In Progress		Halfway Complete
Office of VP and 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.	Not Started		
Office of VP and 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, 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 and 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.	Complete		
Office of VP and 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 as broad a view as possible of the state.	Complete		
Office of VP and 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 and Government Relations	Strategically target interactions with organizations that enhance the university's ability to meet its diversity objectives.	Develop document/database of potential faculty and staff resources.	Not Started		
Office of VP and Government Relations	Strategically target interactions with organizations that enhance the university's ability to meet its diversity objectives.	Summary of conversations w/ new organizations shared as part of updates during staff meeting.	Complete		
Office of VP and Government Relations	Continue to expand and cultivate relationships with community organizations including organizations that serve or represent under-served 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		Almost Complete














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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Office of VP and Government Relations	Continue to expand and cultivate relationships with community organizations including organizations that serve or represent under-served communities.	Continue staff discussion about this domain to further clarify strategies for future consideration.	In Progress		Almost Complete
Office of VP and Government Relations	Continue to expand and cultivate relationships with community organizations including organizations that serve or represent under-served 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		Halfway Complete
Office of VP and Government Relations	Continue to expand and cultivate relationships with community organizations including organizations that serve or represent under-served communities.	Identify opportunities to plug in UM speakers/expertise into community organizations.	In Progress		Halfway Complete
Office of VP and 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.	Complete		
Office of VP and Government Relations	Work with Wolverine Caucus planning committee to promote speakers covering diversity-related topics.	Identify speakers on campus that have relevant expertise.	Complete		
Office of VP and Government Relations	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.	Complete		
Office of the President	Develop and implement an effective strategy to recruit and attract a more diverse pool of applicants and 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 to provide career advancement and growth opportunities.	Target networks and broaden 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 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 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 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 to provide career advancement and growth opportunities.	Staff member(s) attend Voices of the Staff's StaffWorks Conference, the NCID Leadership Conference for DEI Leads, and other conferences as development opportunities.	Not Started		
Office of the President	Develop and implement an effective strategy to recruit and attract a more diverse pool of applicants and to provide career advancement and growth opportunities.	Utilize Learning and Professional Development courses and staff assistance programs 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 before 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 and/or stream the event video if unable to attend in person.	Complete		















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School/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 (i.e. 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; Office of Conflict Resolution is contacted as necessary.	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 (i.e. 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.	Complete		
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	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.	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.	In Progress		Almost 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 monitor, document and update best practices that ensure diverse applicant pools.	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	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 any/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.	Regularly review onboarding guide to update and align with current information, trends and practices.	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.	Continue to allocate funding for professional development.	Complete		

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
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.	Regular communication from leadership encouraging professional development. These messages will come directly from the Provost at least twice each academic year.	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.	Plan, develop and implement DEI related trainings and presentations.	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 in unit-level and appropriate campus DEI 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.	Use staff meetings for training and discussion of DEI-related topics.	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.	Determine ways to increase staff participation in planning process.			
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.	In Progress		Somewhat 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.	Assign Office of the Provost staff to groups, which will meet and design a single DEI event.	Not Started		
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.	Link Office of the Provost strategic plan in all DEI communications.	Not Started		
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.	Host Provost Office DEI Retreat to give staff dedicated time to learn what is in the strategic plan and engage in brainstorming ways to accomplish goals.	Not Started		
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.	Publicize existing University pathways for reporting concerns and encourage staff to report concerns for resolution.	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/or other resources for conflict resolution education and training.	Complete		

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
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	Educate our community of sexual harassment and misconduct prevention in an effort to promote a safe and supportive environment for all members to work, learn, and thrive.	Invite Organizational Learning to host training and facilitate discussion of sexual harassment and misconduct prevention for staff.	Complete		
Office of the Provost	Educate our community of 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.	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.	Update Provost Office website to make information easier to access.	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 of the expansion of the under-represented candidate pool for positions across the U-M development community.	RHR staff completes racial equity training.	Complete		
Office of University Development	Increase the diversity of the OUD staff, particularly at the leadership level (director and above), and support of the expansion of the under-represented candidate pool for positions across the U-M development community.	Develop and adapt sourcing, interviewing and hiring process to mitigate bias and review with internal affinity for additional ideas.	In Progress		Halfway Complete
Office of University Development	Increase the diversity of the OUD staff, particularly at the leadership level (director and above), and support of the expansion of the under-represented candidate pool for positions across the U-M development community.	Continue to implement, review, and improve strategies from previous Fys.	Complete		
Office of University Development	Increase the diversity of the OUD staff, particularly at the leadership level (director and above), and support of the expansion of the under-represented candidate pool for positions across the U-M development community.	Track OUD URM hiring, career-building moves and retention. Share with leadership.	Complete		
Office of University Development	Improve retention rate of under-represented (UR) individuals across the U-M development community.	Adapt organizational response and remediation around incidents of racial, gender, sexual orientation bias and beyond.	Complete		
Office of University Development	Improve retention rate of under-represented (UR) individuals across the U-M development community.	RHR staff completes racial equity training.	Complete		
Office of University Development	Improve retention rate of under-represented (UR) individuals across the U-M development community.	Integrate DEI with principles of positive organizational scholarship.	In Progress		Almost Complete
Office of University Development	Improve retention rate of under-represented (UR) individuals across the U-M development community.	Continue to implement, review, and improve strategies.	Complete		
Office of University Development	Help staff grow in their existing positions and establish transparent guiding principles to help them advance as appropriate.	Implement career development and retention programs as identified in FY19 work including Learning about Development series, Mentoring program and career development resources.	Complete		
Office of University Development	Help staff grow in their existing positions and establish transparent guiding principles to help them advance as appropriate.	Assess merit and advancement culture for conscious and unconscious bias and assumptions.	In Progress		Halfway Complete

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Office of University Development	Help staff grow in their existing positions and establish transparent guiding principles to help them advance as appropriate.	Continue to implement, review, and improve strategies and business practices.	Complete		
Office of University Development	Identify and secure staffing and funding structure needed to execute DEI strategic plan, fundraise for DEI initiatives, and advance a safe and respectful fundraising environment.	Acquire approval and funding for staff positions.	Complete		
Office of University Development	Identify and secure staffing and funding structure needed to execute DEI strategic plan, fundraise for DEI initiatives, and advance a safe and respectful fundraising environment.	Hire staff.	In Progress		Almost 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.	Identify strategies to expand and diversify 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.	Adapt organizational response and remediation around incidents of racial, gender, sexual orientation bias and beyond.	Complete		
Office of University Development	Align OUD's cultural norms and practices with the values of diversity, equity, and inclusion.	Assess trainings and articulate training plan based on IDI results.	In Progress		Halfway Complete
Office of University Development	Align OUD's cultural norms and practices with the values of diversity, equity, and inclusion.	Integrate DEI values into OUD's Culture Roadmap/Plan.	In Progress		Somewhat 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).	Conduct IDI assessment to determine progress.	Not Started		
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).	Assess trainings and articulate training plan based on IDI results.	In Progress		Halfway 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.	Host focus groups for U-M frontline staff to (1) gather stories (to inform training and case studies) and (2) qualitatively assess climate and need.	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.	In partnership with consultant and peer institutions, develop universal curriculum around sexual misconduct and harassment prevention.	In Progress		Halfway Complete
Office of University Development	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.	Complete		
Office of University Development	Develop higher levels of intercultural competence among all staff around relationships internal and external to the university.	Conduct IDI assessment to determine progress.	Not Started		
Office of University Development	Develop higher levels of intercultural competence among all staff around relationships internal and external to the university.	Facilitate community discussion and decision around data acquisition, strategy, and usage.	Complete		











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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
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.	Facilitate progress of Higher Education Fundraising Collaborative to Advance a Safe and Respectful Environment.	In Progress		Halfway 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.	Develop organizational response and remediation for reported incidents with external constituents.	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.	Develop strategies to ensure OUD collateral (publications, events, solicitations) align with our DEI values.	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.	Ensure our digital content is accessible and inclusive to the needs of our users so that they can access our websites, pdfs and email, and give online.	Complete		
Office of University Development	Diversify leadership (director level and above) of OUD.	Measure if promotion and turnover of under-represented staff is in parity with majority staff.	Complete		
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 schools, colleges and units (SCUs) and external markets.	Develop compensation philosophy .	In Progress		Halfway Complete
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 schools, colleges and units (SCUs) and external markets.	Assess merit and advancement culture for conscious and unconscious bias and assumptions.	In Progress		Halfway 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.	Complete		
Office of University Development	Engage a fully inclusive prospect/donor pool that reflects the larger University community.	Implement strategies to engage more diverse groups at events.	In Progress		Almost Complete
Office of University Development	Engage a fully inclusive prospect/donor pool that reflects the larger University community.	Implement and test strategies to encourage culturally diverse groups to give.	In Progress		Halfway Complete
Office of University Development	Understand the demographics of our donor pool to use as a basis for the fundraising initiatives in this plan.	Facilitate community discussions around data acquisition, strategy, and usage.	Complete		
Office of University Development	Understand the demographics of our donor pool to use as a basis for the fundraising initiatives in this plan.	Educate gift officers on history and diversity of student experiences of under-represented communities at Michigan.	Not Started		
Office of University Development	Identify and support faculty diversity engagement in philanthropy, and support faculty research and teaching on DEI subjects.	Continue to implement, review, and improve strategies.	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.	Launch U-M's first DEI Leadership Council .	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.	Define appropriate fundraising metrics for DEI.	Complete		

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Office of University Development	Support DEI recruitment and retention initiatives in schools, colleges and units (SCUs).	Continue to implement, assess, and improve collective development community recruitment and retention strategies.	Complete		
Office of University Development	Development staff are aware of and promote fundraising initiatives in support of DEI.	Continue to implement, review, and improve strategies.	Complete		
VP of 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 expands their professional networking at conferences and other relevant gatherings to reach out proactively, including to underrepresented populations (gender, ethnicity, race, disability, etc.). Include this requirement as a performance point.	Complete		
VP of 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 under-represented 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		Almost Complete
VP of 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 under-represented populations read and attend.	Complete		
VP of 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 OVPC-based orientation/on-boarding process for new OVPC hires.	Complete		
VP of 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).	Complete		
VP of 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.	Utilize central HR resources for promotion of postings to diverse groups on campus and in the community.	Complete		
VP of 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		Almost Complete
VP of 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.	Complete		
VP of 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.	Complete		
VP of 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 DEI "passport" or journal for employees to write reflections, record attended events, visits places that enhance their awareness and understanding of DEI-related subjects.	Complete		
VP of Communications	a) To increase measurably fairness and transparency among OVPC staff at all levels; b) to 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		Somewhat Complete

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
VP of Communications	a) To increase measurably fairness and transparency among OVPC staff at all levels; b) to 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.	Complete		
VP of Communications	a) To increase measurably fairness and transparency among OVPC staff at all levels; b) to 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.	Complete		
VP of Communications	Demonstratively 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.	Complete		
VP of Communications	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.	Complete		
Rackham Graduate School	To recruit, retain, and support the academic, professional, and personal development 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.	Conduct formal assessments, including focus groups, to help identify strategies and resources needed to support the success of Rackham's international students and graduate students with disabilities.	Complete		
Rackham Graduate School	To recruit, retain, and support the academic, professional, and personal development 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.	Explore opportunities to enhance the Rackham Merit Fellow (RMF) program and to increase the amount of funding awarded to masters degree students through programs like the Rackham Masters Award (RMA), Bridges-to-the-Doctorate, and King-Chávez-Parks (KCP) Future Faculty Fellows (FFF) programs.	Complete		
Rackham Graduate School	To recruit, retain, and support the academic, professional, and personal development 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.	Increase programmatic activities that promote and expand opportunities for undergraduate research leading to the pursuit of graduate study through programs, such as TRIO Student Support Services (SSS) Program and Mellon Mays Undergraduate Fellowship Program (MMUF).	Complete		
Rackham Graduate School	To recruit, retain, and support the academic, professional, and personal development 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.	Explore ways to create more inclusive, accessible, and student-friendly spaces in Rackham.	In Progress		Almost Complete
Rackham Graduate School	To recruit, retain, and support the academic, professional, and personal development 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 recruit, retain, and support the academic, professional, and personal development 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.	Increase the capacity of the Rackham Office of Conflict Resolution, while integrating more restorative justice practices.	Complete		

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
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 life-long learning, professional growth and advancement.	Review HR policies and performance planning through the lenses of equity and inclusion, and recommend new and revised policies, such as conflict resolution and requiring unconscious bias training for anyone serving on a Rackham hiring committee.	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 life-long learning, professional growth and advancement.	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, through supporting unit-level participation in mandatory training.	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 life-long learning, professional growth and advancement.	Promote inclusive and universal design principles to establish more welcoming and inclusive physical spaces and environments to enhance accessibility, team-building, and collaboration across Rackham units.	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 life-long learning, professional growth and advancement.	Increase the visibility of staff contributions to DEI, possibly through formal awards and recognitions, as well as the potential development of a DEI professional certificate or passport, which would include core competencies around sexual misconduct prevention and cultural competency.	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 life-long 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		Almost Complete
Rackham Graduate School	To work collaboratively with faculty from Rackham programs to develop, evaluate, enhance, and prioritize strategic actions collectively impacting DEI as well as promoting the benefits of a diverse faculty for student success.	Develop a DEI Tool Kit promoting evidence-based practices for how faculty can improve diversity climate and inclusivity within graduate programs.	Complete		
Rackham Graduate School	To work collaboratively with faculty from Rackham programs to develop, evaluate, enhance, and prioritize strategic actions collectively impacting DEI as well as promoting the benefits of a diverse faculty for student success.	Partner with the National Center for Institutional Diversity (NCID) and schools and colleges to promote and expand faculty diversity opportunities through postdoctoral fellowships, like the NCID Postdoctoral Fellowship program, Bouchet Graduate Honor Society, KCP, and the College of Literature, Science, and Arts' Collegiate Fellows Program.	Complete		
Rackham Graduate School	To work collaboratively with faculty from Rackham programs to develop, evaluate, enhance, and prioritize strategic actions collectively impacting DEI as well as promoting the benefits of a diverse faculty for student success.	Explore ways to increase the visibility of faculty demographic data within the Rackham Program Review (RPR), RMF allocations, and Block Grant processes.	Complete		
Rackham Graduate School	To work collaboratively with faculty from Rackham programs to develop, evaluate, enhance, and prioritize strategic actions collectively impacting DEI as well as promoting the benefits of a diverse faculty for student success.	Engage Rackham programs to collectively assess alternative models which promote student-centered graduate education to support enhanced diversity, equity, inclusion.	Complete		
Rackham Graduate School	To work collaboratively with faculty from Rackham programs to develop, evaluate, enhance, and prioritize strategic actions collectively impacting DEI as well as promoting the benefits of a diverse faculty for student success.	Continue to gather best practices in inclusive pedagogy while offering workshops to all faculty in Rackham programs to promote inclusive mentoring practices.	Complete		
Rackham Graduate School	To engage and collaborate with alumni of Rackham programs to develop, promote, and sustain DEI efforts across Rackham's local, national, and global communities through strategic actions.	Develop a cohesive communication plan, including a case statement, to support the advancement of Rackham DEI initiatives.	Complete		

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Rackham Graduate School	To engage and collaborate with alumni of Rackham programs to develop, promote, and sustain DEI efforts across Rackham's local, national, and global communities through strategic actions.	Collect and analyze Rackham alumni data and conduct alumni focus groups to determine how alumni can support future DEI development efforts and identify Rackham alumni, both domestically and internationally, who would like to be involved in advancing these efforts.	Complete	●	
Rackham Graduate School	To engage and collaborate with alumni of Rackham programs to develop, promote, and sustain DEI efforts across Rackham's local, national, and global communities through strategic actions.	Explore potential collaborations with the Alumni Association of the University of Michigan and other alumni groups to support Rackham DEI initiatives.	Complete	●	
Rackham Graduate School	To engage and collaborate with alumni of Rackham programs to develop, promote, and sustain DEI efforts across Rackham's local, national, and global communities through strategic actions.	Examine practices from peer and other institutions that can be integrated into Rackham DEI alumni efforts.	Complete	●	
Stephen M. Ross School of Business	Build diverse pipeline of potential applicants. (Undergraduate Programs)	Host Summer Business Program to increase visibility of business school opportunities for high school students.	Complete	●	
Stephen M. Ross School of Business	Build diverse pipeline of potential applicants. (Undergraduate Programs)	Continue to improve and expand Ross Summer Connection.	Complete	●	
Stephen M. Ross School of Business	Build diverse pipeline of potential applicants. (Undergraduate Programs)	Continue and improve PI to foster academic success at UM and to apply to Ross.	Complete	●	
Stephen M. Ross School of Business	Build diverse pipeline of potential applicants. (Undergraduate Programs)	Continue and expand All Access weekend to increase the pipeline of targeted populations.	Complete	●	
Stephen M. Ross School of Business	Build diverse pipeline of potential applicants. (Undergraduate Programs)	Continue and Improve MREACH program and events for HS students. Increase opportunities for partnership with UM Detroit Office.	Complete	●	
Stephen M. 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	●	
Stephen M. Ross School of Business	Identify, recruit and attract a diverse applicant pool. (Undergraduate Programs)	Continue and expand the Peer Recruiters for Outreach program.	Complete	●	
Stephen M. 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	●	
Stephen M. Ross School of Business	Create an inclusive climate in which all students can thrive. (Undergraduate Programs)	Create a Task Force to better understand the student experience between recruitment and access to knowledge, current information, interview skills and techniques.	In Progress	●	
Stephen M. Ross School of Business	Create an inclusive climate in which all students can thrive. (Undergraduate Programs)	Work with clubs interested in diversity and inclusion to meet the needs of their members and to continue outreach/education efforts to the full Ross Community.	Complete	●	
Stephen M. Ross School of Business	Create an inclusive climate in which all students can thrive. (Undergraduate Programs)	Develop onboarding and recruitment practices for clubs and organizations to educate club leaders and membership on developing and learning best practices for creating inclusive organizations.	Complete	●	
Stephen M. 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	●	
Stephen M. Ross School of Business	Create an inclusive climate in which all students can thrive. (Undergraduate Programs)	Expand the Preparations Initiative Trek for career education and exposure to include more locations and opportunities.	Complete	●	
Stephen M. 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.	In Progress	●	
Stephen M. Ross School of Business	Create an inclusive climate in which all students can thrive. (Undergraduate Programs)	Pilot opportunities for academic success to expand events and resources school-wide.	Complete	●	

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Stephen M. Ross School of Business	Provide opportunities to increase cross-cultural interactions and develop intercultural competency. (Undergraduate Programs)	Create a roadmap for a curriculum of a 4 year program that brings together all DEI programs and initiatives to ensure that students are connecting skills and competencies gained during their time at Ross.	In Progress		Somewhat Complete
Stephen M. Ross School of Business	Provide opportunities to increase cross-cultural interactions and develop intercultural competency. (Undergraduate Programs)	Work to ensure that the BBA DEI Task Force is a sustained entity.	Complete		
Stephen M. Ross School of Business	Provide opportunities to increase cross-cultural interactions and develop intercultural competency. (Undergraduate Programs)	Clarify IDO learning outcomes and evaluate infrastructure to ensure that the program is effectively meeting the goals of the student experience.	In Progress		
Stephen M. Ross School of Business	Provide opportunities to increase cross-cultural interactions and develop intercultural competency. (Undergraduate Programs)	Develop a timeline for FY21 IDO strategy development.	In Progress		Halfway Complete
Stephen M. 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.	In Progress		Somewhat Complete
Stephen M. Ross School of Business	Provide opportunities to increase cross-cultural interactions and develop intercultural competency. (Undergraduate Programs)	Develop plan to assess learning outcomes and student experience in IDO.	In Progress		Somewhat Complete
Stephen M. Ross School of Business	Provide opportunities to increase cross-cultural interactions and develop intercultural competency. (Undergraduate Programs)	Assess the implementation of CQ to determine if we are effectively incorporating the assessment and framework into the student experience.	Complete		
Stephen M. Ross School of Business	Provide opportunities to increase cross-cultural interactions and develop intercultural competency. (Undergraduate Programs)	Determine how if and how to fully integrate CQ into the Ross Experience.	Complete		
Stephen M. Ross School of Business	Build diverse pipeline of potential applicants. (Full-time MBA)	Continue to strengthen partnerships with organizations like MLT, Forte and CGSM that engage in pipeline building efforts by providing information and visibility.	Complete		
Stephen M. Ross School of Business	Build diverse pipeline of potential applicants. (Full-time MBA)	Continue to leverage alums in recruiting. Explore how external alumni groups for OFB, AFA, MBW etc., would be beneficial in the recruitment strategy.	Complete		
Stephen M. Ross School of Business	Identify and attract a diverse applicant pool. (Full-time MBA)	Develop strategy to differentiate Ross among top MBA programs with DEI messaging.	Complete		
Stephen M. Ross School of Business	Yield top applicants from diverse populations. (Full-time MBA)	Maximize yield of scholarship dollars.	Complete		
Stephen M. Ross School of Business	Yield top applicants from diverse populations. (Full-time MBA)	Create scholarships for students who support initiatives that are tied to the Michigan Ross purpose.	Complete		
Stephen M. Ross School of Business	Create an inclusive climate in which all students can thrive. (Full-time MBA)	Continue to support all clubs in their efforts to build confidence and self-awareness, and impact the broader Ross community.	Complete		
Stephen M. Ross School of Business	Create an inclusive climate in which all students can thrive. (Full-time MBA)	Create opportunities for students to authentically engage and share experiences with each other to assist in creating empathic leaders.	Complete		
Stephen M. Ross School of Business	Create an inclusive climate in which all students can thrive. (Full-time MBA)	Share exit survey data with faculty to build the case for more inclusive teaching practices.	In Progress		Somewhat Complete
Stephen M. Ross School of Business	Create an inclusive climate in which all students can thrive. (Full-time MBA)	Assess current professional staff infrastructure at Ross and benchmark top MBA Programs to determine best structure to support the DEI life cycle of students.	Not Started		
Stephen M. Ross School of Business	Create an inclusive climate in which all students can thrive. (Full-time MBA)	Develop an infrastructure to support students in the continuity of engaging current issues.	In Progress		Halfway Complete
Stephen M. Ross School of Business	Create an inclusive climate in which all students can thrive. (Full-time MBA)	Integrate identity and diversity related topics and or content in core classes through cases, discussions, exercises, language, and other relevant approaches.	In Progress		Somewhat Complete

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Stephen M. Ross School of Business	Improve intercultural competency by enhancing skillsets that promote the ability to thrive in culturally diverse situation. (Full-time MBA)	Continue to expand and utilize CQ Assessment throughout the year to assess students' CQ and engage across differences and similarities.	Complete		
Stephen M. Ross School of Business	Improve intercultural competency by enhancing skillsets that promote the ability to thrive in culturally diverse situation. (Full-time 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		
Stephen M. Ross School of Business	Identify and attract a diverse applicant pool. (Executive MBA)	Explore collaborations with organizations like Forte that engage in pipeline building efforts by providing information and visibility.	Complete		
Stephen M. Ross School of Business	Identify and attract a diverse applicant pool. (Executive MBA)	Continue to invest in outreach opportunities within and outside of Ross to increase EMBA visibility amongst diverse populations.	Complete		
Stephen M. Ross School of Business	Create an inclusive climate in which all students can thrive. (Executive MBA)	Review diversity of EMBA faculty and its impact on student experience.			
Stephen M. Ross School of Business	Create an inclusive climate in which all students can thrive. (Executive MBA)	Assess how race and gender are represented and reflected in course curriculum and its impact on student experience.	In Progress		
Stephen M. Ross School of Business	Create an inclusive climate in which all students can thrive. (Executive MBA)	Support the continuation and growth of student led EMBA Equity programming for current students and alumni who are interested in and care about advancing equity in business.	Complete		
Stephen M. Ross School of Business	Create an inclusive climate in which all students can thrive. (Executive MBA)	Continue and expand the Women's Initiative for the EMBA Program.	Complete		
Stephen M. Ross School of Business	Create an inclusive climate in which all students can thrive. (Executive MBA)	Explore the DEI Infrastructure within the EMBA program to maximize experience and resources.	Complete		
Stephen M. Ross School of Business	Create an inclusive climate in which all students can thrive. (Executive MBA)	Support the continuation and growth of student and alumni led events, open to all, that address the experiences of women and URM's in the EMBA community.	Complete		
Stephen M. Ross School of Business	Improve intercultural competency by enhancing skillsets that promote the ability to thrive in culturally diverse situation. (Executive MBA)	Ensure that there is a DEI lens in the EMBA Leadership Development Program.	In Progress		Somewhat Complete
Stephen M. Ross School of Business	Improve intercultural competency by enhancing skillsets that promote the ability to thrive in culturally diverse situation. (Executive MBA)	Increase DEI capacity of EMBA Coaches and Staff.	In Progress		
Stephen M. Ross School of Business	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. (PhD Program)	Support unit-level participation in mandatory training.	Complete		
Stephen M. Ross School of Business	Build diverse pipeline of potential applicants (e.g. PhD Project). (PhD Program)	Continue membership with The PhD Project.	Complete		
Stephen M. Ross School of Business	Build diverse pipeline of potential applicants (e.g. PhD Project). (PhD Program)	Continue to recruit PhD students at the annual conference and faculty from students graduating from the PhD Project.	Complete		
Stephen M. Ross School of Business	Build diverse pipeline of potential applicants (e.g. PhD Project). (PhD Program)	Continue to match Ross PhDs with Ross BBAs who submit a thesis for the capstone requirement.	Complete		
Stephen M. Ross School of Business	Build diverse pipeline of potential applicants (e.g. PhD Project). (PhD Program)	Continue the Ross Bridge to PhD program for qualified undergraduate and master's students in collaboration with and co-funded by Rackham.	Complete		
Stephen M. Ross School of Business	Build diverse pipeline of potential applicants (e.g. PhD Project). (PhD Program)	Continue to partner with Alumni Relations to leverage our PhD alumni network to identify potential doctoral students.	Complete		

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Stephen M. Ross School of Business	Build diverse pipeline of potential applicants (e.g. PhD Project). (PhD Program)	Offer application fee waiver for students referred to apply by alums.	In Progress		Just Started
Stephen M. Ross School of Business	Identify and attract a diverse applicant pool. (PhD Program)	Expand admissions events scheduled with diverse audiences in targeted regions of the world.	Complete		
Stephen M. Ross School of Business	Identify and attract a diverse applicant pool. (PhD Program)	Plan 2 events in addition to DocNet international events.	Complete		
Stephen M. Ross School of Business	Identify and attract a diverse applicant pool. (PhD Program)	Develop a suite of marketing materials – mailings, website – that appeals to a diverse set of applicants.	In Progress		
Stephen M. Ross School of Business	Identify and attract a diverse applicant pool. (PhD Program)	Explore the development of a pipeline program for PhD students who are interested in becoming business school faculty.	In Progress		
Stephen M. Ross School of Business	Yield top applicants from diverse populations. (PhD Program)	Continue to leverage Rackham Merit Fellowship (RMF) in support of academic excellence and inclusiveness.	Complete		
Stephen M. Ross School of Business	Yield top applicants from diverse populations. (PhD Program)	Continue membership with DocNet, a consortium of business doctoral programs, and participation in recruiting events.	Complete		
Stephen M. Ross School of Business	Create an inclusive climate in which all students can thrive. (PhD Program)	Continue first-year cohort orientation including 8 Modules on responsible conduct of research and scholarship (RCRS) and first year pro-seminar Develop annual survey (May) to collect program information and feedback from previous year.	Complete		
Stephen M. Ross School of Business	Promote and foster well-being for all students. (PhD Program)	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.	Complete		
Stephen M. Ross School of Business	Promote and foster well-being for all students. (PhD Program)	The committee will prepare and present approximately four events each year.	Complete		
Stephen M. Ross School of Business	Provide opportunities to increase cross-cultural interactions and develop intercultural competency. (PhD Program)	Continue to review Cultural Intelligence (CQ) Assessment and training to determine how to integrate in the PhD program.	Complete		
Stephen M. Ross School of Business	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. (Staff)	Support unit-level participation in mandatory training.	Complete		
Stephen M. Ross School of Business	Attract and retain a diverse staff.	Enhance staff experience surveys to include DEI components in alignment with Ross Way and UM DEI Lifelong Learning Model: Enhance onboarding survey for new staff (90 day), Adjust exit interview survey to include DEI assessment questions, Explore implementation of Stay Interviews with High Performers/Strong Contributors (Staff Bonus, Staff Award recipients) including DEI component.	Complete		
Stephen M. Ross School of Business	Attract and retain a diverse staff.	Establish intentional recruitment strategy to seek to increase diversity of applicants (particularly with respect to underrepresented minorities): Training - Selection Bootcamp enhancements: Increase offerings (2-3), Include "writing an inclusive job description" content into training, Enhance Unconscious Bias content based on new training material, Include DEI learning outcome assessment in survey.	In Progress		Halfway Complete
Stephen M. Ross School of Business	Attract and retain a diverse staff.	Establish intentional recruitment strategy to seek to increase diversity of applicants (particularly with respect to underrepresented minorities): Sourcing - Increase the diversity of our applicant pools: Implement Textio for inclusive job descriptions, Explore additional methods to increase diverse candidate application (such as minority career fairs).	In Progress		Somewhat Complete

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Stephen M. Ross School of Business	Attract and retain a diverse staff.	Establish intentional recruitment strategy to seek to increase diversity of applicants (particularly with respect to underrepresented minorities): Selection – Explore mechanisms that might help increase the diversity of our interview pools, Launch Interview Architect Pilot.	In Progress		Somewhat Complete
Stephen M. Ross School of Business	Attract and retain a diverse staff.	Partnership with DEI Leads to determine what needs to be measured with respect to staff.	Complete		
Stephen M. Ross School of Business	Attract and retain a diverse staff.	Flexible Work Options Program: Utilize a cross function task force to develop/design program pilot; Launch Pilot by January 2020.	Complete		
Stephen M. Ross School of Business	Create an inclusive and equitable climate in which all staff can thrive.	Successful communication and action planning related to the Ross Way Survey Results: School wide results & focus group meetings; action items informed by staff feedback, Org group specific focus group meetings; action items informed by staff feedback.	Complete		
Stephen M. 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 UM, channels available to help resolve any concerns that arise, and how to file a complaint.	Complete		
Stephen M. Ross School of Business	Create an inclusive and equitable climate in which all staff can thrive.	Involve staff in a hack-a-thon focused on solving a DEI problem we are facing: Consider creative ways to attract diverse applicants.			
Stephen M. Ross School of Business	Create an inclusive and equitable climate in which all staff can thrive.	Explore how we might introduce DEI into MP conversations: Utilize annual survey to collect feedback re: how we might incorporate DEI in Mindful Performance discussions, Update MP process/tools based on feedback.	In Progress		Somewhat Complete
Stephen M. Ross School of Business	Create an environment that fosters cross- cultural engagement and understanding. (Staff)	In partnership with Diversity Director, develop a cohesive and unified DEI staff training and development strategy aligned to the Ross Way and UM DEI lifelong learning model; framework will include both individual contributors and supervisors at the various stages of the employment lifecycle (recruiting, onboarding, ongoing development, performance, off boarding, etc.).	In Progress		Somewhat Complete
Stephen M. Ross School of Business	Create an environment that fosters cross- cultural engagement and understanding. (Staff)	Leverage various stakeholder groups to inform strategy (SIG, Management Forum, P&C Working Group, Leadership Team) Pilot components of strategy and assess effectiveness; make adjustments to strategy based on feedback.	In Progress		
Stephen M. Ross School of Business	Create an environment that uses diversity as a lever to foster innovation. (Staff)	Partner with Director of Diversity and DEI facilitator group to increase awareness and dialogue around DEI among all staff.	Complete		
Stephen M. Ross School of Business	Create an environment that uses diversity as a lever to foster innovation. (Staff)	Experiment with Inclusion Insights Videos and other UM Org learning DEI developed content: Staff Meetings, Brown Bags, Onboarding Modules (integration of DEI Lifelong Learning Model).	Complete		
Stephen M. Ross School of Business	Create an environment that uses diversity as a lever to foster innovation. (Staff)	Continue ongoing developed Ross DEI Training: Know, Reflect, Engage: Identity in the Workplace, Creating an Inclusive Environment: Facilitation and Development Skills, Cultural Intelligence (CQ) - values clusters, Unconscious Bias, Explore Workshop/Program specific to managers.	Complete		
Stephen M. Ross School of Business	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. (Faculty)	Support unit-level participation in mandatory training.	Complete		
Stephen M. Ross School of Business	Identify and attract top faculty from diverse backgrounds.	Continue participation in the various PhD Project Doctoral Student Associations.	Complete		

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Stephen M. Ross School of Business	Identify and attract top faculty from diverse backgrounds.	The Area Chair and one person selected by the area chair who participate on faculty search committees attend STRIDE.	Complete		
Stephen M. 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		
Stephen M. 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		Somewhat Complete
Stephen M. 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.	Complete		
Stephen M. Ross School of Business	Identify and attract top faculty from diverse backgrounds.	Collect data on hiring, promotion, time in rank, pay, exec education training, access to resources; analyze and compare across areas in Ross, and to University data; report results to faculty for transparency and accountability.	Complete		
Stephen M. Ross School of Business	Identify and attract top faculty from diverse backgrounds.	Hold a conference in 2020 for faculty members and doctoral students who teach and conduct research at the intersection of business and DEI.			
Stephen M. Ross School of Business	Create an inclusive environment in which all faculty can thrive.	Continue to promote Advance Launch for new junior faculty.	Complete		
Stephen M. Ross School of Business	Create an inclusive environment in which all faculty can thrive.	Revisit written faculty mentoring policy with each area to help junior faculty members thrive.	Complete		
Stephen M. Ross School of Business	Create an inclusive environment in which all faculty can thrive.	Assess Faculty Culture – share survey results documenting where we are, what has changed, and what needs improvement.	Complete		
Stephen M. Ross School of Business	Create an inclusive environment in which all faculty can thrive.	Have the DEI Faculty Committee engage with faculty peers to promote curriculum, professional development and overall DEI commitment.	Complete		
Stephen M. Ross School of Business	Create an inclusive environment in which all faculty can thrive.	Organize Faculty Conversations and/or Working Groups to collect insights about DEI.	Complete		
Stephen M. Ross School of Business	Create an inclusive environment in which all faculty can thrive.	Provide transparency about policies and decision- making, i.e., foster ownership and inclusion through policy development and implementation.	Complete		
Stephen M. Ross School of Business	Create an inclusive environment in which all faculty can thrive.	Collect and share examples of contributions and behaviors that support a positive and inclusive climate and those that work against our goals by enabling a climate of incivility.	Complete		
Stephen M. Ross School of Business	Create an inclusive environment in which all faculty can thrive.	Develop criteria and metrics to assess Inclusive Teaching Practices.	Complete		
Stephen M. Ross School of Business	Create an inclusive environment in which all faculty can thrive.	Organize workshops/conversations about the prevention of sexual harassment and misconduct.	Complete		
Stephen M. 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 UM, channels available to help resolve any concerns that arise, and how to file a complaint.	Complete		
Stephen M. Ross School of Business	Create an inclusive environment in which all faculty can thrive.	Provide information about DEI evidence-based social science research.			
Stephen M. 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		

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Stephen M. 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.	Complete	●	
Stephen M. Ross School of Business	Develop capabilities to teach a diverse student population. (Faculty)	Develop Faculty Resources site for inclusive teaching.	Complete	●	
Stephen M. Ross School of Business	Develop capabilities to teach a diverse student population. (Faculty)	Continue to build more connections between faculty and students.	Complete	●	
School of Dentistry	Increase the representation and retention of diverse students, faculty and staff.	Reach out (via recruiters) to under-represented demographic groups to diversify applicant pools.	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.	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.	Develop a faculty, staff and student Ambassadors Program.	In Progress	●	Halfway 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.	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.	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 faculty receive cultural competency and sensitivity training.	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.	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	●	



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School/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.	Unconscious bias training for all search committee members including workshop and videos.	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.	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 faculty from diverse backgrounds within the instructional, clinical and research faculty ranks.	During recruitment of faculty, candidates will provide a brief written DEI statement which will be rated based on established criteria.	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.	Increase school recruiting presence by hosting 100 more students from diverse Michigan high schools in FY20 than FY19 to encourage all students to consider a career in dentistry and to apply to UMSD.	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.	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).	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.	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	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		Almost 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 cultural competency/sensitivity training for all supervisors, including workshop and videos.	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	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.	Complete		





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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
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)	Improve accessibility of faculty.	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.	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.	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	Create think tanks made up of students, faculty and staff.	MAC/Implementation Committee subcommittee to explore best practices to create think tanks.	Complete	●	
School of Dentistry	Create a clear, safe place to report incidents of micro-aggressions. (Students, faculty and staff)	Identify a resource page on MiTools that directs people where to report microaggressions and how to get help.	Complete	●	
School of Dentistry	Create a clear, safe place to report incidents of micro-aggressions. (Students, faculty and staff)	Communication plan developed for SOD.	Complete	●	
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)	Multicultural Mirror.	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 Bags.	Complete	●	
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	●	

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School/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)	Annual Report to the School Leadership.	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		Somewhat Complete
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)	Communicate a clear and safe place to report problems, resources available by continuing to publicize existing University pathways for reporting concerns and to encourage students, faculty, and staff to report concerns for resolution.	Complete		
School of Dentistry	Implement cultural sensitivity training through videos and "lunch and learns." (Staff)	Quarterly inter-departmental meetings.	Complete		
School of Dentistry	Implement cultural sensitivity training through videos and "lunch and learns." (Staff)	Create a "buddy system"- each person has a buddy in other areas of the school.			
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		
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.	Complete		
School of Dentistry	Implement cultural sensitivity training.	Faculty CE courses- CRLT players, Guest lecturers.	Complete		
School of Dentistry	Implement cultural sensitivity training.	Faculty CE on creative and inclusive teaching - demonstrate in annual reviews (FAR) that faculty teaching changed as a result.	Complete		
School of Dentistry	Implement cultural sensitivity training.	Faculty retreat/team building sessions.	Complete		
School of Dentistry	Implement cultural sensitivity training.	Staff cultural sensitivity training with examples of dos and don'ts.	Complete		
School of Dentistry	Implement cultural sensitivity training.	Assess pre and post training to evaluate effectiveness.	Complete		
School of Dentistry	Implement cultural sensitivity training.	Workshop series in engaged learning techniques and inclusive teaching practices.	Complete		
School of Dentistry	Improve accessibility of online resources. (Students, faculty and staff)	Conduct review of all websites and web resources to ensure compliance with Americans with Disabilities Act (ADA).	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.	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	Educate our community on sexual and gender-based misconduct prevention in an effort to promote a safe and supportive environment for all members to work, learn, and thrive.	Seek input from faculty, staff, and students on UMSD Sexual and Gender-Based Misconduct plan.	Complete		
School of Dentistry	Educate our community on sexual and gender-based misconduct prevention in an effort to promote a safe and supportive environment for all members to work, learn, and thrive.	Engage departments, administrators and identified champions to ensure compliance with the Sexual and Gender-Based Misconduct initiative.	Complete		

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School of Dentistry	Educate our community on sexual and gender-based misconduct prevention in an effort to promote a safe and supportive environment for all members to work, learn, and thrive.	In academic year 2020, Conduct a facilitated Plenary session that brings together staff, graduate students and faculty to learn about how to mitigate sexual harassment and gender misconduct.	Complete		
School for Environment & Sustainability	Solicit more applications from persons who have been historically underrepresented in SEAS's student population.	Continue to collect more diversity data on applicants to enhance our understanding of the applicant pool and our ability to measure progress on DEI efforts on the SEAS application form.	Complete		
School for Environment & Sustainability	Solicit more applications from persons who have been historically underrepresented in SEAS's student population.	Continue, maintain and expand recruitment partnerships with minority-serving institutions.	Complete		
School for Environment & Sustainability	Solicit more applications from persons who have been historically underrepresented in SEAS's student population.	Maintain and expand recruitment partnerships with specific departments in colleges and universities elsewhere that are likely include underrepresented students with academic backgrounds that are a good fit with SEAS to apply to SEAS.	Complete		
School for Environment & Sustainability	Solicit more applications from persons who have been historically underrepresented in SEAS's student population.	Continue to develop strategies to recruit through diversity pipeline programs like the Doris Duke Conservation Scholars Program that are being developed in SEAS and elsewhere.	Complete		
School for Environment & Sustainability	Solicit more applications from persons who have been historically underrepresented in SEAS's student population.	Provide funding, in ways that are legally permissible, to assist in attendance at SEAS.	In Progress		Halfway Complete
School for Environment & Sustainability	Develop an admissions procedure that is more inclusive of and attractive to historically underrepresented students.	Continue to develop strategies to identify and reach venues and outlets to facilitate broader and more effective recruiting.	Complete		
School for Environment & Sustainability	Develop an admissions procedure that is more inclusive of and attractive to historically underrepresented students.	Track number and types of venues/outlets used in recruiting.	In Progress		Almost Complete
School for Environment & Sustainability	Develop an admissions procedure that is more inclusive of and attractive to historically underrepresented students.	When possible, track number and types of potential applicants reached.	Complete		
School for Environment & Sustainability	Develop an admissions procedure that is more inclusive of and attractive to historically underrepresented students.	When possible, track which venues produce applicants.	Complete		
School for Environment & Sustainability	Develop an admissions procedure that is more inclusive of and attractive to historically underrepresented students.	If possible, track which contacts turn into applicants.	Complete		
School for Environment & Sustainability	Develop an admissions procedure that is more inclusive of and attractive to historically underrepresented students.	Develop admissions procedures that overtly guard against unconscious bias on part of decision makers.	In Progress		Halfway Complete
School for Environment & Sustainability	Develop an admissions procedure that is more inclusive of and attractive to historically underrepresented students.	Marketing: Continue to develop marketing materials that appeal to the diversity we hope to attract and develop a plan to reach the intended audience.	In Progress		Almost Complete
School for Environment & Sustainability	Develop an admissions procedure that is more inclusive of and attractive to historically underrepresented students.	Marketing: Continue using our website to post biographies and testimonies from current students who came from diverse, underserved, settings – both domestic and international – about their commitment to advancing social change.	Complete		

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School for Environment & Sustainability	Develop an admissions procedure that is more inclusive of and attractive to historically underrepresented students.	Continue DEI Session as part of Visit Day.	Complete	●	
School for Environment & Sustainability	Develop an admissions procedure that is more inclusive of and attractive to historically underrepresented students.	Continue to use and develop mechanisms for interacting with students who are unable to attend Visit Day.	Complete	●	
School for Environment & Sustainability	Increase the matriculation of underrepresented students in SEAS by making it more affordable to attend the school.	Provide increased funding, in legally permissible ways, to assist students to attend SEAS.	In Progress	●	Halfway Complete
School for Environment & Sustainability	Increase the matriculation of underrepresented students in SEAS by making it more affordable to attend the school.	Continue application fee waiver from SEAS.	Complete	●	
School for Environment & Sustainability	Increase the matriculation of underrepresented students in SEAS by making it more affordable to attend the school.	Continue to track and evaluate the diversity of the pool of students who: Are admitted to SEAS.	Complete	●	
School for Environment & Sustainability	Increase the matriculation of underrepresented students in SEAS by making it more affordable to attend the school.	All faculty should continue to be encouraged to participate in Visit Day to engage with admitted students and facilitate recruiting .	Complete	●	
School for Environment & Sustainability	Increase the matriculation of underrepresented students in SEAS by making it more affordable to attend the school.	Continue to track and evaluate the diversity of the pool of students who: Are potential SEAS applicants.	Complete	●	
School for Environment & Sustainability	Increase the matriculation of underrepresented students in SEAS by making it more affordable to attend the school.	Continue to track and evaluate the diversity of the pool of students who: Apply to SEAS.	Complete	●	
School for Environment & Sustainability	Increase the matriculation of underrepresented students in SEAS by making it more affordable to attend the school.	Continue to track and evaluate the diversity of the pool of students who: Matriculate in SEAS.	Complete	●	
School for Environment & Sustainability	Increase the level of diversity of the staff through a more comprehensive hiring process.	Continue to use Direct Employers and Diverse Jobs databases to post our job announcements on government agency job boards as well as sites that advertise to diverse job seekers such as persons with disabilities, women, veterans, and persons currently underrepresented in the natural resources workforce.	Complete	●	
School for Environment & Sustainability	Increase the level of diversity of the staff through a more comprehensive hiring process.	Continue to use mission statement to highlight DEI commitment in each job announcement.	Complete	●	
School for Environment & Sustainability	Increase the level of diversity of the staff through a more comprehensive hiring process.	Create guidelines for incorporating commitment to DEI principles into the hiring process.	In Progress	●	Just Started
School for Environment & Sustainability	Increase the level of diversity of the staff through a more comprehensive hiring process.	Include recommendations on how to screen and interview for candidates who have experience with diversity, equity, and inclusion programming.	In Progress	●	Just Started
School for Environment & Sustainability	Increase the level of diversity of the staff through a more comprehensive hiring process.	Distribute this document to all potential hiring staff and faculty in the SEAS.	In Progress	●	Somewhat Complete

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School for Environment & Sustainability	Increase the level of diversity of the staff through a more comprehensive hiring process.	Conduct training as part of the SEAS staff DEI quarterly events.	In Progress		Somewhat Complete
School for Environment & Sustainability	Increase diversity in the faculty population SEAS.	Encourage faculty to use SEAS Faculty Hiring Handbook that will include policies and practices for faculty searches and campus visits to support diversity, inclusion, and equity goals.	In Progress		Halfway Complete
School for Environment & Sustainability	Increase diversity in the faculty population SEAS.	Position descriptions should be as broad as possible, however, such descriptions should always keep in mind the needs of the school.	Complete		
School for Environment & Sustainability	Increase diversity in the faculty population SEAS.	Members of search committee(s) should be required to go to an ADVANCE workshop on diversity. This is a practice that SEAS has already instituted that should continue.	Complete		
School for Environment & Sustainability	Increase diversity in the faculty population SEAS.	Attempts should continue to be made to advertise the position in many different outlets, including those targeting diverse populations of potential applicants.	In Progress		Halfway Complete
School for Environment & Sustainability	Increase diversity in the faculty population SEAS.	Searches that produce homogeneous applicant pools should be encouraged to extend the search to determine whether a more diverse applicant pool can be found or to provide an explanation as to the reasons for this result. This exercise should be conducted during the recruitment and advertisement phase of the hiring process, rather than the selection phase.	In Progress		Just Started
School for Environment & Sustainability	Increase diversity in the faculty population SEAS.	Leverage "person-specific" hires to diversify, in terms of intellectual perspective and/or demonstrated commitment to diversity, the SEAS faculty. This includes continuing use of existing University diversity programs such as the Provost's Faculty Initiative Program (PFIP) and Target of Opportunity (TOP) facilitate hiring.	In Progress		Almost Complete
School for Environment & Sustainability	Increase diversity in the faculty population SEAS.	SEAS should pro-actively recruit faculty members who meet the needs of the School and who can help to facilitate diversity, equity, and inclusion efforts. In this regard SEAS should: Identify outstanding scholars who can fit within the prioritized areas of potential hiring	In Progress		Somewhat Complete
School for Environment & Sustainability	Increase diversity in the faculty population SEAS.	SEAS should pro-actively recruit faculty members who meet the needs of the School and who can help to facilitate diversity, equity, and inclusion efforts. In this regard SEAS should: Develop a forum (speaker seminar, visit scholar, etc.) by which the SEAS community can assess the promise of potential candidates and can cultivate their interests.	In Progress		Halfway Complete
School for Environment & Sustainability	Increase diversity in the faculty population SEAS.	SEAS should pro-actively recruit faculty members who meet the needs of the School and who can help to facilitate diversity, equity, and inclusion efforts. In this regard SEAS should: Develop a formal mechanism for faculty to propose person-specific hires.	Complete		
School for Environment & Sustainability	Improve retention rates of all faculty and specifically faculty from underrepresented groups in SEAS.	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		Halfway Complete
School for Environment & Sustainability	Conduct regular climate assessments.	Implement biannual climate assessments, 2015 – 2017 – 2019 – 2021.	Complete		
















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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School for Environment & 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 techniques and practices.	In Progress		Halfway Complete
School for Environment & Sustainability	Develop practices that facilitate meaningful engagement of all students in SEAS in the life of its community.	Continue exposure to and training in DEI at the New Student orientation.	Complete		
School for Environment & 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		Somewhat Complete
School for Environment & Sustainability	Develop practices that facilitate meaningful engagement of all students in SEAS in the life of its community.	Continue to provide support for incoming students by providing them with SEAS and campus-wide information on DEI resources.	Complete		
School for Environment & Sustainability	Develop practices that facilitate meaningful engagement of all students in SEAS in the life of its community.	Continue to host international student welcome dinner.	Complete		
School for Environment & Sustainability	Develop practices that facilitate meaningful engagement of all students in SEAS in the life of its community.	Launch a peer mentoring system to increase cross-cohort community building.	Complete		
School for Environment & 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.	Complete		
School for Environment & Sustainability	Develop practices that facilitate meaningful engagement of all students in SEAS in the life of its community.	Continue school-wide diversity mixer at the beginning of the school year.	Complete		
School for Environment & 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 on DEI committees.	Complete		
School for Environment & Sustainability	Assess and improve the climate of diversity, equity, and inclusion in SEAS.	Compare results from 2019 Student Experience Focus Groups to annual student DEI climate surveys.	Complete		
School for Environment & Sustainability	Assess and improve the climate of diversity, equity, and inclusion in SEAS.	More effective Visit Day, topic oriented discussions at orientation, and other student events in order to improve inclusiveness with greater school-wide participation.	Complete		
School for Environment & Sustainability	Assess and improve the climate of diversity, equity, and inclusion in SEAS.	Student leadership should be utilized to build a more inclusive community.	In Progress		Halfway Complete
School for Environment & Sustainability	Assess and improve the climate of diversity, equity, and inclusion in SEAS.	Incentivize track leaders for community development and recruitment work.	In Progress		Halfway Complete
School for Environment & Sustainability	Assess and improve the climate of diversity, equity, and inclusion in SEAS.	Provide DEI training for all track leaders.	Complete		
School for Environment & Sustainability	Assess and improve the climate of diversity, equity, and inclusion in SEAS.	Track leaders and student government representatives should bring students together for more social, educational, and cultural events.	Complete		

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School for Environment & Sustainability	Assess and improve the climate of diversity, equity, and inclusion in SEAS.	Track leaders will plan DEI activities within and between tracks.	In Progress		Somewhat Complete
School for Environment & Sustainability	Assess and improve the climate of diversity, equity, and inclusion in SEAS.	Explain SEAS's traditions as expressed through activities such as the Great Roast, Camp Fire, and Sustaina-ball to new students.	Complete		
School for Environment & Sustainability	Assess and improve the climate of diversity, equity, and inclusion in SEAS.	Evaluate traditions and make adjustments as the needs and expectations of the student body change.	Complete		
School for Environment & Sustainability	Assess and improve the climate of diversity, equity, and inclusion in SEAS.	Consider non-alcoholic options at student gathering and social events.	Complete		
School for Environment & Sustainability	Assess and improve the climate of diversity, equity, and inclusion in SEAS.	Include international cultural celebrations as part of evolving SEAS traditions.	Complete		
School for Environment & Sustainability	Assess and improve the climate of diversity, equity, and inclusion in SEAS.	Develop student-initiated cross cultural activities and events.	Complete		
School for Environment & Sustainability	Assess and improve the climate of diversity, equity, and inclusion in SEAS.	Develop peer mentoring program.			
School for Environment & Sustainability	Improve the engagement of students in the mentoring process.	All students should establish contact with their advisor (by email, Skype, telephone, campus visit, etc.) before they begin classes at SEAS.	In Progress		Almost Complete
School for Environment & Sustainability	Improve the engagement of students in the mentoring process.	All students should meet with their advisor at least once per semester during the time they are in SEAS.	In Progress		Halfway Complete
School for Environment & Sustainability	Improve the engagement of students in the mentoring process.	Check Wolverine Access or OAP to see who their assigned advisor is.	Complete		
School for Environment & Sustainability	Improve the engagement of students in the mentoring process.	Report advisor changes to OAP.	Complete		
School for Environment & Sustainability	Improve the engagement of students in the mentoring process.	Report on advising activities each semester when registration is occurring.	In Progress		Somewhat Complete
School for Environment & Sustainability	Provide students with a process to report and share experiences of discrimination and differential treatment within SEAS.	Clarify and communicate SEAS student grievance process for students to have conversations related to increasing inclusion.	In Progress		Almost Complete
School for Environment & Sustainability	Provide students with a process to report and share experiences of discrimination and differential treatment within SEAS.	Provide information to students about existing campus resources that enable students to take action against discrimination, including University of Michigan Student Life Ombudsperson.	Complete		
School for Environment & Sustainability	Provide opportunities for staff contribute to a more inclusive environment in SEAS.	Staff will include DEI activities in their work responsibilities, where appropriate, in the school.	Complete		

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School for Environment & Sustainability	Provide opportunities for staff contribute to a more inclusive environment in SEAS.	Staff will be encouraged to participate in "My Journey to SEAS" presentations.	Complete		
School for Environment & Sustainability	Provide opportunities for staff contribute to a more inclusive environment in SEAS.	Staff will be encouraged to participate in Staff Appreciation Lunch and staff get togethers (e.g. Halloween, December).	Complete		
School for Environment & Sustainability	Assess the climate of diversity, equity, and inclusion in SEAS.	Conduct staff climate assessment focus groups to prioritize staff inclusion needs.	Not Started		
School for Environment & Sustainability	Assess the climate of diversity, equity, and inclusion in SEAS.	Compare results to 2015 baseline climate assessment, 2016 and 2017 climate assessments.	Complete		
School for Environment & Sustainability	Provide staff with a process to report and share experiences of discrimination.	Clarify and communicate the role of the new University of Michigan Staff Ombuds improving the climate of inclusion.	Complete		
School for Environment & Sustainability	Provide staff with a process to report and share experiences of discrimination.	Provide information to staff about existing campus resources that enable staff to take action against discrimination.	Complete		
School for Environment & Sustainability	Provide resources to help faculty contribute to a more inclusive environment in classroom and SEAS Community.	Faculty will receive additional Inclusive Teaching training through CRLT and Liaisons for Inclusive Teaching.	In Progress		Almost Complete
School for Environment & Sustainability	Provide resources to help faculty contribute to a more inclusive environment in classroom and SEAS Community.	Develop DEI sensitivity training for faculty to develop the skills to facilitate potentially difficult conversations.	Not Started		
School for Environment & Sustainability	Provide resources to help faculty contribute to a more inclusive environment in classroom and SEAS Community.	Faculty will include DEI activities in courses or in other activities in the school.	In Progress		Somewhat Complete
School for Environment & Sustainability	Provide resources to help faculty contribute to a more inclusive environment in classroom and SEAS Community.	Group students of different backgrounds together for activities and discussions of issues.	In Progress		Halfway Complete
School for Environment & Sustainability	Provide resources to help faculty contribute to a more inclusive environment in classroom and SEAS Community.	Track the number of such activities.	In Progress		Somewhat Complete
School for Environment & Sustainability	Provide resources to help faculty contribute to a more inclusive environment in classroom and SEAS Community.	Track number of participants.	Complete		
School for Environment & Sustainability	Provide resources to help faculty contribute to a more inclusive environment in classroom and SEAS Community.	Faculty will facilitate cross-cultural exchanges.	In Progress		Halfway Complete
School for Environment & Sustainability	Provide resources to help faculty contribute to a more inclusive environment in classroom and SEAS Community.	Sponsor or host small-group gatherings – academic and social.	In Progress		Somewhat Complete
School for Environment & Sustainability	Enhance the inclusiveness of SEAS courses by being more supportive of all students and viewpoints.	Continue Inclusive Teaching Snapshots during faculty meetings, for faculty to learn additional tools and techniques to create inclusive classroom spaces.	In Progress		Almost Complete











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School for Environment & Sustainability	Enhance the inclusiveness of SEAS courses by being more supportive of all students and viewpoints.	Provide increased opportunities for faculty to share their experiences in classroom.	In Progress		Almost Complete
School for Environment & Sustainability	Enhance the inclusiveness of SEAS courses by being more supportive of all students and viewpoints.	Faculty report on curricular changes that incorporate DEI action steps in courses on annual report.	In Progress		Halfway Complete
School for Environment & Sustainability	Enhance the inclusiveness of SEAS courses by being more supportive of all students and viewpoints.	Increase international content in current and new courses or by creating new courses.	In Progress		Halfway Complete
School for Environment & Sustainability	Enhance the inclusiveness of SEAS courses by being more supportive of all students and viewpoints.	Faculty report such activities on annual report.	In Progress		Almost Complete
School for Environment & Sustainability	Enhance the inclusiveness of SEAS courses by being more supportive of all students and viewpoints.	Increase environmental justice content in current and new courses.	In Progress		Halfway Complete
School for Environment & Sustainability	Enhance the inclusiveness of SEAS courses by being more supportive of all students and viewpoints.	Invite speakers to SEAS who focus on diversity, equity, and inclusion.	Complete		
School for Environment & Sustainability	Enhance the inclusiveness of SEAS courses by being more supportive of all students and viewpoints.	Invitations for the Dean's Speaker Series should consider DEI topics.	Complete		
School for Environment & Sustainability	Enhance the inclusiveness of SEAS courses by being more supportive of all students and viewpoints.	Encourage tracks to consider DEI topics when inviting speakers or organizing events.	In Progress		Almost Complete
School for Environment & Sustainability	Improve the mentoring experience by increasing faculty's skills in working with students from underrepresented groups.	All faculty will be reminded to establish contact with advisees (by email, Skype, telephone, campus visit, etc.) before they begin classes at SEAS.	Complete		
School for Environment & Sustainability	Improve the mentoring experience by increasing faculty's skills in working with students from underrepresented groups.	Norms for student mentoring will be established, including faculty meeting with their advisees at least once per semester during the time they are in SEAS.	Complete		
School for Environment & Sustainability	Improve the mentoring experience by increasing faculty's skills in working with students from underrepresented groups.	Remind faculty to check Wolverine Access to see advisees and monitor their progress.	Complete		
School for Environment & Sustainability	Improve the mentoring experience by increasing faculty's skills in working with students from underrepresented groups.	Faculty report advisee changes to OAP.	Complete		
School for Environment & Sustainability	Improve the mentoring experience by increasing faculty's skills in working with students from underrepresented groups.	Faculty report on advising activities on annual report.	Complete		
School for Environment & Sustainability	Provide faculty with a process to report and share experiences of discrimination.	Clarify and communicate the role of the University of Michigan Faculty Ombuds as well as the SEAS Faculty Ombuds in conversations related to supporting inclusion.	Complete		
School for Environment & Sustainability	Provide faculty with a process to report and share experiences of discrimination.	Provide information to faculty about existing campus resources that enable students to take action against discrimination.	Complete		




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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School for Environment & Sustainability	Create opportunities for students to learn about diversity, equity, and inclusion.	Continue to provide students diversity, equity, and inclusion resources on campus.	Complete		
School for Environment & Sustainability	Create opportunities for students to learn about diversity, equity, and inclusion.	Continue to include diversity, equity, and inclusion modules in orientation.	Complete		
School for Environment & Sustainability	Create opportunities for students to learn about diversity, equity, and inclusion.	Continue to provide opportunities for students to receive diversity, equity, and inclusion training during the school year.	Complete		
School for Environment & Sustainability	Create opportunities for students to learn about diversity, equity, and inclusion.	Make available new or modified courses with more diversity, equity, and inclusion content.	In Progress		Somewhat Complete
School for Environment & Sustainability	Create opportunities for students to learn about diversity, equity, and inclusion.	Make available new or modified courses with more environmental justice, and international content.	Complete		
School for Environment & Sustainability	Create opportunities for students to learn about diversity, equity, and inclusion.	Continue to track number of students exposed to DEI content through courses and training modules.	Complete		
School for Environment & Sustainability	Increase the professional development of all SEAS students, with additional sensitivity and attention to the graduation and internship and job placement rates for students from communities historically underrepresented in the environmental field.	Continue tracking internship placements and jobs and link these to student demographics.	Complete		
School for Environment & Sustainability	Increase the professional development of all SEAS students, with additional sensitivity and attention to the graduation and internship and job placement rates for students from communities historically underrepresented in the environmental field.	Continue to track graduation rates of students by multiple demographic categories.	Complete		
School for Environment & Sustainability	Increase the professional development of all SEAS students, with additional sensitivity and attention to the graduation and internship and job placement rates for students from communities historically underrepresented in the environmental field.	Provide professional training for students in DEI activities, consider for credit modules as option.	In Progress		Somewhat Complete
School for Environment & Sustainability	Increase the professional development of all SEAS students, with additional sensitivity and attention to the graduation and internship and job placement rates for students from communities historically underrepresented in the environmental field.	Encourage students to apply to the Environmental Fellows program for additional professional development.	Complete		
School for Environment & Sustainability	Increase the participation of staff in DEI curricular activities.	SEAS staff develop school-wide training modules.	In Progress		Somewhat Complete
School for Environment & Sustainability	Increase the participation of staff in DEI curricular activities.	Staff continue to participate in SEAS and campus-wide DEI training activities.	Complete		
School for Environment & Sustainability	Increase the participation of staff in DEI curricular activities.	Staff continue to report on DEI training in annual review.	Complete		
School for Environment & Sustainability	Increase the participation of staff in DEI curricular activities.	Continue to provide information about DEI campus resources.	Complete		




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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School for Environment & Sustainability	Increase the participation of staff in DEI curricular activities.	Create a list of campus-wide DEI training opportunities to be distributed to current staff and new hires.	Complete		
School for Environment & Sustainability	Improve retention of staff.	Provide opportunities for professional skills development and training.	In Progress		Somewhat Complete
School for Environment & Sustainability	Improve retention of staff.	Provide opportunities for staff to obtain leadership skills through Peer Mentoring.			
School for Environment & Sustainability	Improve development of SEAS faculty.	Develop a strong mentoring program that includes training on how to mentor diverse faculty.	In Progress		Almost Complete
School for Environment & Sustainability	Improve development of SEAS faculty.	Improve the training of mentors.	In Progress		Just Started
School for Environment & Sustainability	Improve development of SEAS faculty.	Restructure the existing mentoring program to better meet the needs of assistant and associate professors as well as assistant and associate research scientists.	In Progress		Somewhat Complete
School for Environment & Sustainability	Improve development of SEAS faculty.	Enhance the mentoring of postdoctoral fellows.	Not Started		
School for Environment & 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.	Not Started		
School for Environment & Sustainability	Improve development of SEAS faculty.	Seek help from the Center for Research on Learning and Teaching (CRLT) and the Strategies and Tactics for Recruiting to Improve Diversity and Excellence (STRIDE) Committee.	In Progress		Halfway Complete
School for Environment & Sustainability	Build a more aware and competent DEI community for faculty.	Recruit and encourage faculty participation in SEAS and campus-wide training.	Complete		
School for Environment & Sustainability	Build a more aware and competent DEI community for faculty.	Faculty report on DEI training in annual review form.	Complete		
School for Environment & 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.	In Progress		Almost Complete
School for Environment & 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.	Complete		
School for Environment & Sustainability	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.	Complete		
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		










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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School of Information	Increase diversity of students in all degree programs.	Assess initial impact of the planned trial removal of the GRE requirement for the PhD program.	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.	Resume collaborations with the American Indian Higher Education Consortium and include Tribal Colleges in Outreach efforts.	Not Started		
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		
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	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	Continue to share outcomes of diversity recruitment, admissions, and yield with the UMSI community.	In Progress		Almost 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	Share stories and outcomes of students from many diverse backgrounds with alumni and donors to encourage funding for scholarships and student support.	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	Continue to increase diversity of staff.	Continue using and refining the diversity focused hiring process and checklist.	Complete		
School of Information	Increase diversity of faculty.	Continue to enhance efforts for ongoing cultivation of diverse candidates for faculty positions to enact a model of continuous faculty recruiting.	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.	Continue to actively and consistently apply guidance from STRIDE training in the recruiting and selection process.	Complete		
School of Information	Increase diversity of faculty.	Gather input and insights from faculty and Presidential Postdocs recruited to UMSI in the past 3-4 years regarding their experience, why they chose UMSI, how we can continue to build our recruitment and retention efforts.	Not Started		
School of Information	Create a teaching and learning environment that prepares students for careers in a diverse and global environment.	Continue collaboration with CRLT to engage faculty in individual consultations to review and discuss proactive inclusive teaching practices in terms of their course content, pedagogy and class environment.	Complete		
School of Information	Create a teaching and learning environment that prepares students for careers in a diverse and global environment.	Begin implementing small group discussion or other process for continued inclusive teaching support. Consider ways to infuse the student voice in this process.	Complete		









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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School of Information	Create a teaching and learning environment that prepares students for careers in a diverse and global environment.	Continue including DEI as a component of academic program charges and end year reports, including considering how it is represented in program goals/objectives, recruiting and admissions, and/or in academic policies and practices.	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 into curricular and co-curricular offerings, policies and practices, and assessment activities. Particular focus will be given to incorporating DEI principles into peer coach orientation and training.	Complete		
School of Information	Produce and disseminate faculty led scholarship related to diversity, equity and inclusion across its many dimensions.	Continue to provide faculty with information and resources on conducting community-based and social justice-oriented research.	Complete		
School of Information	Produce and disseminate faculty led scholarship related to diversity, equity and inclusion across its many dimensions.	Explore ways in which current UMSI DEI efforts and values might strengthen grant proposals where relevant, providing sample or template content.	In Progress		Just Started
School of Information	Produce and disseminate faculty led scholarship related to diversity, equity and inclusion across its many dimensions.	Repeat the iDEI Lightning Talks Event which features faculty and graduate student DEI related research along with staff led DEI projects. Consider partnerships with research teams or groups within UMSI, such as MISC., and other ways to enhance this work and explore ways to engage more undergraduate students.	Not Started		
School of Information	Produce and disseminate faculty led scholarship related to diversity, equity and inclusion across its many dimensions.	Continue sharing DEI related research, broadly defined, through UMSI news and public relations efforts to generate coverage at the University level and in the broader media, as well as internally through the DEI newsletter and the UMSI.life school newsletter.	Complete		
School of Information	Promote participation in research by undergraduate and master's students from groups that are under-represented <input type="checkbox"/> including women, first generation college students and underrepresented minorities <input type="checkbox"/> 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 under-represented <input type="checkbox"/> including women, first generation college students and underrepresented minorities <input type="checkbox"/> to foster diversity in the next generation of scholars.	Continue to support mechanisms for multi-year follow up with UMSI research (REMS) and outreach (CCSI) 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 UMSI broader UMSI diversity goals.	Complete		
School of Information	Encourage and support individual and school investment in DEI efforts and professional development.	Continue to 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. This requires a particular focus on inclusiveness for women (at all levels -- i.e., faculty, staff, students) and international faculty and students.	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. This requires a particular focus on inclusiveness for women (at all levels -- i.e., faculty, staff, students) and international faculty and students.	Continue to develop and implement an annual plan for DEI professional development for faculty, including: STRIDE training for faculty serving on search committees.	Complete		















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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. This requires a particular focus on inclusiveness for women (at all levels -- i.e., faculty, staff, students) and international faculty and students.	Actively encourage and recognize faculty attendance at UMSI and UM DEI programs, events, and trainings.	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. This requires a particular focus on inclusiveness for women (at all levels -- i.e., faculty, staff, students) and international faculty and students.	Continue to develop and implement an annual plan for DEI professional development for faculty, including: Offer inclusive teaching guidance and support, 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. This requires a particular focus on inclusiveness for women (at all levels -- i.e., faculty, staff, students) and international faculty and students.	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. This requires a particular focus on inclusiveness for women (at all levels -- i.e., faculty, staff, students) and international faculty and students.	Continue to develop and implement an annual plan for DEI professional development for faculty, including: Support for faculty DEI goal setting.	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. This requires a particular focus on inclusiveness for women (at all levels -- i.e., faculty, staff, students) and international faculty and students.	Continue to develop and implement an annual plan for DEI professional development for faculty, including: A DEI presentation in at least one faculty meeting.	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. This requires a particular focus on inclusiveness for women (at all levels -- i.e., faculty, staff, students) and international faculty and students.	Offer and promote professional development opportunities and information resources for faculty and staff that address implicit bias broadly and specific to marginalized groups including women, non-U.S. Citizens, underrepresented minorities, individuals with low-income background, LGBTQ individuals and individuals with disabilities.	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. This requires a particular focus on inclusiveness for women (at all levels -- i.e., faculty, staff, students) and international faculty and students.	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. This requires a particular focus on inclusiveness for women (at all levels -- i.e., faculty, staff, students) and international faculty and students.	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. This requires a particular focus on inclusiveness for women (at all levels -- i.e., faculty, staff, students) and international faculty and students.	Continue to develop and implement an annual plan for DEI professional development for staff, including: One or more DEI presentation at a staff meeting and other efforts for inclusive staff meetings.	Complete		

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School/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. This requires a particular focus on inclusiveness for women (at all levels -- i.e., faculty, staff, students) and international faculty and students.	Continue to develop and implement an annual plan for DEI professional development for staff, including: One all staff DEI workshop per year.	Not Started		
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. This requires a particular focus on inclusiveness for women (at all levels -- i.e., faculty, staff, students) and international faculty and students.	Continue to develop and implement an annual plan for DEI professional development for staff, including: Including DEI in staff evaluation discussion and goal setting and providing financial support and/or work release time for attending DEI training and activities offered on campus or through professional associations.	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. Emphasize avoiding implicit bias and leadership, including issues/topics related to marginalized groups including women, non-U.S. Citizens, underrepresented minorities, individuals with low-income background, LGBTQ individuals and individuals with disabilities.	In Progress		Halfway Complete
School of Information	Raise awareness among Master's students (MSI) 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 and student life programs. Emphasize avoiding implicit bias and leadership, including issues/topics related to marginalized groups including women, non-U.S. Citizens, underrepresented minorities, individuals with low-income background, LGBTQ individuals and individuals with disabilities.	Complete		
School of Information	Raise awareness among undergraduate (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, implement and evaluate DEI content in BSI Orientations and student life programs. Emphasize avoiding implicit bias and leadership, including issues/topics related to marginalized groups including women, non-U.S. Citizens, underrepresented minorities, individuals with low-income background, LGBTQ individuals and individuals with disabilities.	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.	Distribute UMSI 2019 Climate Survey Reports to faculty, staff, and students. Offer opportunities to discuss issues and themes identified in the reports in groups and individually. Gather input on priority actions and infuse these into DEI work in the current year and future year efforts.	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 to offer information, resources, and programming that address mental health, 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.	Continue to offer regular school level programming that supports DEI such as: iDEI Talks, Community Conversations, Thanksgiving hosting sign up, MLK Symposium Speaker, and Lunar New Year Event. Support these events through the UMSI Deans Office/ Asst. Dean for DEI, additional staff assisting with DEI, event and administrative support staff and in partnership with relevant student groups, staff units etc.	In Progress		Almost Complete

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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.	Shift the DEI Committee to an advisory board format to better manage work load issues. Charge the Committee to continue administering funding and awards, and to continue a focus on promoting equity and inclusion. Engage the Committee in discussion of the School Climate Survey reports to help identify themes and priorities. Seek the Committee's input on school DEI events and activities, offering opportunities for involvement. Include DEI co-lead on committee in an ex officio position to promote communication and coordination with DEI efforts overall.	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.	In Progress		Somewhat 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. Ensure the new UMSI web site and/or intranet includes clear information about conflict resolution paths and resources for students, staff and faculty.	Complete		
School of Information	Educate our community on sexual harassment and misconduct in an effort to promote a safe and supportive environment for all members to work, learn, and thrive.	Encourage and support unit-level participation in mandatory training on sexual harassment and misconduct.	Complete		
School of Information	Educate our community on sexual harassment and misconduct in an effort to promote a safe and supportive environment for all members to work, learn, and thrive.	Explore opportunities for additional training and/or information resources.	Complete		
School of Kinesiology	Increase outreach and engagement (via on and off-campus activities) with entities and events that serve/enroll a diverse population of students.	Visits to 5 local and 3 regional 'pipeline' entities (high schools, programs, and events) that serve demographically diverse students.	Complete		
School of Kinesiology	Increase the diversity of applications to Kinesiology UG Programs.	Involve current Kinesiology students from demographically diverse high schools in outreach recruitment and engagement.	Complete		
School of Kinesiology	Increase the diversity of students enrolled in Kinesiology UG Programs.	Establish a need-based application waiver program.	Complete		
School of Kinesiology	Increase the diversity of students enrolled in Kinesiology UG Programs.	Establish criteria for a UG Kinesiology Merit Fellowship.	Complete		
School of Kinesiology	Increase the diversity of students enrolled in Kinesiology UG Programs.	Establish a need-based bridge support system for UG students with financial hardships.	In Progress		
School of Kinesiology	Create a supportive and welcoming learning environment for all students.	Elevate the presence of the KDIN at UG Student Fall Orientation.	Complete		
School of Kinesiology	Create a supportive and welcoming learning environment for all students.	Maintain a dedicated physical multicultural space for students.	Complete		
School of Kinesiology	Create a supportive and welcoming learning environment for all students.	Establish an Inclusive Mentoring & Peer Support program for students.	Complete		
School of Kinesiology	Create a supportive and welcoming learning environment for all students.	Offer at least one student- focused DEI program/ activity/event per semester.	Complete		

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School of Kinesiology	Create a supportive and welcoming learning environment for all students.	Create an e-portal of DEI resources for students.	Complete	●	
School of Kinesiology	Improve our outreach and engagement (via on and off-campus activities) with and entities that serve demographically diverse students.	Visits to at least 2 events (such as recruitment or career fairs) that serve/enroll demographically diverse students.	Complete	●	
School of Kinesiology	Improve our outreach and engagement (via on and off-campus activities) with and entities that serve demographically diverse students.	Offer an e-Information session for students at demographically diverse colleges (at least one per semester).	Complete	●	
School of Kinesiology	Increase the diversity of student applications to Kinesiology Graduate Programs.	Compile e-mail lists and send targeted recruitment e-mails to entities that serve high performing demographically diverse students (McNair Scholars, MSI contacts, and list serves and associations) to send information about educational opportunities in Kinesiology.	Complete	●	
School of Kinesiology	Increase the diversity of student applications to Kinesiology Graduate Programs.	Involve current Kinesiology students from demographically diverse HS in at least one outreach recruitment and engagement activity at their home institution per year.	Complete	●	
School of Kinesiology	Increase the number of URM students enrolled in Kinesiology Graduate Programs.	Invite campus visits for students from our MSI partner institutions.	Complete	●	
School of Kinesiology	Increase the number of URM students enrolled in Kinesiology Graduate Programs.	Create metrics beyond the GRE that are viable indicators of merit, potential, and 'grit'.	In Progress	●	
School of Kinesiology	Increase the number of URM students enrolled in Kinesiology Graduate Programs.	Maintain a need-based Grad application waiver program.	Complete	●	
School of Kinesiology	Increase the number of URM students enrolled in Kinesiology Graduate Programs.	Develop criteria for Merit Fellowship.	Complete	●	
School of Kinesiology	Increase the number of URM students enrolled in Kinesiology Graduate Programs.	Establish a need-based bridge support system for Grad students with financial hardships.	Complete	●	
School of Kinesiology	Create a supportive and welcoming learning environment for all students.	Elevate the presence of the KDIN at Fall Graduate Student Orientation.	Complete	●	
School of Kinesiology	Create a supportive and welcoming learning environment for all students.	Establish an Inclusive Bridge and Mentoring & Peer Support program for students.	Complete	●	
School of Kinesiology	Create a supportive and welcoming learning environment for all students.	Maintain a dedicated physical multicultural space for students.	Complete	●	
School of Kinesiology	Create a supportive and welcoming learning environment for all students.	Offer at least one student-focused DEI program/activity/event per semester.	Complete	●	
School of Kinesiology	Create a supportive and welcoming learning environment for all students.	Maintain an e-portal of DEI resources for students.	Complete	●	
School of Kinesiology	Obtain diverse pools of applicants for all faculty hires.	Compile a list of hiring, advertising, and job posting outlets with high reach and high return with diverse faculty.	Complete	●	
School of Kinesiology	Ensure that search committees adhere to best practices to achieve diverse pools for all Kinesiology faculty hires.	Mandating STRIDE training for Search Committees and individuals who interact with candidates for faculty hires.	Complete	●	
School of Kinesiology	Ensure that search committees adhere to best practices to achieve diverse pools for all Kinesiology faculty hires.	Establish a protocol document containing principles, practices, and procedures to govern faculty hires in support of DEI.	In Progress	●	Somewhat Complete
School of Kinesiology	Ensure that search committees adhere to best practices to achieve diverse pools for all Kinesiology faculty hires.	Requiring each search committee to document the actions taken to achieve a diverse pool of candidates.	Complete	●	

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School of Kinesiology	Enhance faculty's instructional competence with DEI.	Support Program Faculty Workgroups for Inclusive Instruction to review curriculum to establish baseline metrics for DEI content and competencies.	Complete	●	
School of Kinesiology	Enhance faculty's instructional competence with DEI.	Offer a Diversity Training & Inclusive Instruction (Teaching & Learning) Workshop for faculty.	Complete	●	
School of Kinesiology	Enhance faculty's instructional competence with DEI.	Maintain an online/e-portal of DEI information and resources for faculty.	Complete	●	
School of Kinesiology	Encourage faculty's commitment to DEI.	Offer 'Inclusive Instruction' Grants for faculty course redesign.	Complete	●	
School of Kinesiology	Encourage faculty's commitment to DEI.	Requiring faculty to address their contributions and commitment to DEI (i. e., inclusive mentoring, inclusive instruction, diversity outreach, etc.) in their annual evaluations.	Complete	●	
School of Kinesiology	Enhancing faculty's skills for career advancement.	Proactively advertise UM professional development/ career advancement activities.	Complete	●	
School of Kinesiology	Enhancing faculty's skills for career advancement.	Encourage and support faculty's participation in professional development/career advancement activities.	Complete	●	
School of Kinesiology	Obtain a diverse pool of applicants for all Kinesiology staff hires.	Compile a list of hiring, advertising, and job posting outlets with high reach and high return for a diverse staff so that postings will reach a broader audience.	In Progress	●	
School of Kinesiology	Ensure that Search Committees adhere to best practices to achieve diverse pools for all Kinesiology staff hires.	Establish a protocol document containing principles, practices, and procedures to govern staff hires in support of DEI.	In Progress	●	
School of Kinesiology	Ensure that Search Committees adhere to best practices to achieve diverse pools for all Kinesiology staff hires.	Requiring 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 pools for all Kinesiology staff hires.	Mandating STRIDE training for Search Committees and individuals who interact with candidates for staff hires.	Complete	●	
School of Kinesiology	Enhance staff's development and competence with DEI.	Offering Diversity Training 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/Activities.	Complete	●	
School of Kinesiology	Encourage staff's commitment to DEI.	Requiring staff to address their contribution and commitment to DEI (i.e., attendance at workshops, webinars, etc.) in annual evaluations.	Complete	●	
School of Kinesiology	Enhance staff's skills for career advancement.	Proactively advertise UM professional development/career advancement activities.	Complete	●	
School of Kinesiology	Enhance staff's skills for career advancement.	Encourage and support Staff's participation in professional development/career advancement activities.	Complete	●	
School of Kinesiology	Enhance faculty's competence with DEI.	Offer DEI training session for faculty.	Complete	●	
School of Kinesiology	Enhance the Kinesiology faculty's embrace of DEI Scholarship.	Establish criteria for awarding funds for faculty research on matters of DEI in Kinesiology.	Complete	●	
School of Kinesiology	Enhance staff's competence with DEI.	Offer DEI training session for staff.	Complete	●	
School of Kinesiology	Assess DEI 'pulse' of students.	Offer an event to inform and educate students about DEI.	Complete	●	
School of Kinesiology	Enhance students' embrace of DEI Research & Scholarly Activities.	Offer grants to support student research on matters related to DEI in Kinesiology.	Complete	●	
School of Kinesiology	Enhance students' embrace of DEI Research & Scholarly Activities.	Continue to offer the Kinesiology Graduate Research Showcase Winter 2020 featuring intellectual diversity in student scholarship.	Not Started	●	














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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School of Kinesiology	Fairness and transparency in Kinesiology □governing' documents, policies, practices, and procedures.	Review, revise, and post Graduate Bulletin.	Complete	●	
School of Kinesiology	Fairness and transparency in Kinesiology □governing' documents, policies, practices, and procedures.	Review, revise, and post UG Student Policies Handbook.	Complete	●	
School of Kinesiology	Fairness and transparency in Kinesiology □governing' documents, policies, practices, and procedures.	Review, revise, and post Faculty and Staff Handbook.	Complete	●	
School of Kinesiology	Establish Conflict Resolution procedures.	Consult with HR officer, STRIDE, OIE, OGC, and other UM offices for templates and best practices for conflict resolution.	In Progress	●	
School of Kinesiology	Establish Conflict Resolution procedures.	Publicize existing University pathways for reporting concerns and to encourage students, faculty, and staff to report concerns for resolutions.	In Progress	●	
School of Kinesiology	Increased commitment and presence of diversity and inclusion in marketing materials.	Review current Kinesiology print and electronic materials, website, and premiums for DEI content and presence (images, narratives, brand markers, etc.).	Complete	●	
School of Kinesiology	Enhance the Kinesiology constituents' embrace of DEI.	Maintain an online portal for DEI resources.	Complete	●	
School of Kinesiology	Enhance the Kinesiology constituents' embrace of DEI.	Disseminate a DEI Update (Fall 2019).	Complete	●	
School of Kinesiology	Enhance the Kinesiology constituents' embrace of DEI.	Offer at least one DEI related program or event each semester.	Complete	●	
School of Kinesiology	Assess the pulse of DEI in Kinesiology.	Encourage Kinesiology's participation in UM Climate Surveys.		●	
School of Kinesiology	Establish a mechanism for DEI feedback.	Develop a corresponding response system/process.	In Progress	●	
School of Kinesiology	Establish a mechanism for DEI feedback.	Create an online 'Suggestion Box' for faculty, staff, and students to provide continual feedback on DEI matters.	In Progress	●	
School of Kinesiology	Educate the Kinesiology community on sexual harassment and misconduct prevention.	Support unit-level participation in mandatory training.	Complete	●	
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 and stakeholders to promote diverse representation.	In Progress	●	
School of Kinesiology	Ensure access to Kinesiology spaces (buildings, rooms, etc.).	Review all signage and points of entry to ensure ADA 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 accessible for individuals with visual, hearing, or other impairments.	Complete	●	
School of Kinesiology	Improve Staff's ability to counsel and advise students.	OUSA and OGSA Staff meetings with UM Counseling services (CAPS and others) to learn best practices.	Complete	●	
School of Kinesiology	Ensure that all Kinesiology course materials are accessible to a diverse group of learners.	Require Faculty to attest in their syllabi all print and electronic materials are accessible to individuals with visual, hearing, or other impairments or learning challenges.	Complete	●	
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	Student Plan Objective A: In support of U-M's DEI Strategic effort to improve climate, strengthen Student Life's support and advocacy for students.	Integrate Student Life's Assessment Model across all SL DEI programming devoted to support and advocacy for students to ensure evidenced-based best practices and demonstrate impact.	In Progress	●	Halfway Complete

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Student Life	Student Plan Objective A: In support of U-M's DEI Strategic effort to improve climate, strengthen Student Life's support and advocacy for students.	Integrate Student Life's Partnership Model across all SL DEI programming devoted to support and advocacy for students to facilitate improved support for and retention of students.	In Progress		Almost Complete
Student Life	Student Plan Objective A: In support of U-M's DEI Strategic effort to improve climate, strengthen Student Life's support and advocacy for students.	Increase student access to and expand student engagement in DEI programming devoted to support and advocacy for students to facilitate improved support for and retention of students.	In Progress		Halfway Complete
Student Life	Student Plan Objective B: In support of U-M's DEI Strategic effort to recruit and retain a diverse student community, strengthen Thriving in the First Year efforts.	Increase student access to and expand student engagement in Thriving in the First Year Programs to improve impact.	In Progress		Halfway Complete
Student Life	Student Plan Objective B: In support of U-M's DEI Strategic effort to recruit and retain a diverse student community, strengthen Thriving in the First Year efforts.	Integrate Student Life's Assessment Model across all Thriving in the First Year programs to ensure evidenced-based best practices and demonstrate impact.	In Progress		Halfway Complete
Student Life	Student Plan Objective B: In support of U-M's DEI Strategic effort to recruit and retain a diverse student community, strengthen Thriving in the First Year efforts.	Integrate Student Life's Partnership Model across all Thriving in the First Year programs to facilitate improved collaboration, stewardship and learning for students.	In Progress		Halfway Complete
Student Life	Student Plan Objective C: In support of U-M's DEI Strategic effort to improve climate, develop and deliver new innovative pilots and strengthen existing programs devoted to promoting diversity, equity and inclusion and intercultural learning for students.	Integrate Student Life's Assessment Model across all SL DEI and intercultural learning programs to ensure evidenced-based best practices and demonstrate impact.	In Progress		Almost Complete
Student Life	Student Plan Objective C: In support of U-M's DEI Strategic effort to improve climate, develop and deliver new innovative pilots and strengthen existing programs devoted to promoting diversity, equity and inclusion and intercultural learning for students.	Integrate Student Life's Partnership Model across all SL DEI and intercultural learning programs to facilitate improved collaboration, stewardship and learning for students.	In Progress		Almost Complete
Student Life	Student Plan Objective C: In support of U-M's DEI Strategic effort to improve climate, develop and deliver new innovative pilots and strengthen existing programs devoted to promoting diversity, equity and inclusion and intercultural learning for students.	Increase student access to and expand student engagement in SL DEI and intercultural learning programs to improve impact.	In Progress		Halfway Complete
Student Life	Student Plan Objective D: In support of U-M's DEI Strategic effort to improve climate, strengthen initiatives to prevent student sexual harassment and sexual misconduct.	Integrate Student Life's Partnership Model across all SL initiatives focused on preventing student sexual harassment and sexual misconduct and creating a healthy, equitable and safe culture.	In Progress		Somewhat Complete
Student Life	Student Plan Objective D: In support of U-M's DEI Strategic effort to improve climate, strengthen initiatives to prevent student sexual harassment and sexual misconduct.	Increase student access to and expand student engagement in SL initiatives focused on preventing student sexual harassment and sexual misconduct and creating a healthy, equitable and safe culture.	In Progress		Somewhat Complete
Student Life	Student Plan Objective D: In support of U-M's DEI Strategic effort to improve climate, strengthen initiatives to prevent student sexual harassment and sexual misconduct.	Integrate Student Life's Assessment Model across all SL initiatives focused on preventing student sexual harassment and sexual misconduct and creating a healthy, equitable and safe culture.	In Progress		Halfway Complete
Student Life	Staff Plan Objective A: In support of U-M's DEI Strategic effort to improve climate, transform our workforce to be more diverse and inclusive and our workplace to be equitable and a place of inclusive excellence.	Implement Student Life's new Compensation Model across all units to improve fairness, consistency and equity in compensation practices.	Complete		
Student Life	Staff Plan Objective A: In support of U-M's DEI Strategic effort to improve climate, transform our workforce to be more diverse and inclusive and our workplace to be equitable and a place of inclusive excellence.	Integrate Student Life's hiring and onboarding best practices across all units.	In Progress		Almost Complete













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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Student Life	Staff Plan Objective A: In support of U-M's DEI Strategic effort to improve climate, transform our workforce to be more diverse and inclusive and our workplace to be equitable and a place of inclusive excellence.	Increase staff access to and expand staff engagement in DEI professional development programs.	In Progress		
Student Life	Staff Plan Objective A: In support of U-M's DEI Strategic effort to improve climate, transform our workforce to be more diverse and inclusive and our workplace to be equitable and a place of inclusive excellence.	Increase staff awareness of and access to conflict management pathways related to addressing DEI concerns.	In Progress		
Student Life	Staff Plan Objective B: In support of U-M's DEI Strategic effort to improve climate, strengthen efforts to prevent sexual harassment and sexual misconduct.	Integrate best practices in hiring and onboarding new staff, with a focus on sexual harassment and sexual misconduct prevention.	In Progress		Just Started
Student Life	Staff Plan Objective B: In support of U-M's DEI Strategic effort to improve climate, strengthen efforts to prevent sexual harassment and sexual misconduct.	Increase staff access to and expand staff engagement in professional development focused on creating healthy, equitable, and safe cultures focused on sexual harassment and misconduct prevention.	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 of Michigan 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.	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 colleges institutions.	Complete		
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		Almost 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, provide training to faculty and staff to promote assessment of all candidates more equitably and holistically.	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.	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 Engagement and Outreach Office staff, faculty, and program development to recruit more students from underrepresented populations.	Complete		
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.			













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School/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)	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		Halfway Complete
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 towards matriculation.	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.			
School of Music, Theatre, and Dance	Enhance the provision of academic accommodations and learning 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 who apply and are accepted into the Michigan Marching Band from underrepresented minorities.	Collect feedback from entering Michigan Marching Band members as to what attracted them to the program and what could have been promoted better to encourage participation.	Complete		
School of Music, Theatre, and Dance	Increase the number of students who apply and are accepted into the Michigan Marching Band from underrepresented minorities.	Partner with other University recruitment programs to bring greater awareness to a wider pool of U-M students about the benefits of joining the Michigan Marching Band.	In Progress		Halfway Complete
School of Music, Theatre, and Dance	Increase the number of students who apply and are accepted into the Michigan Marching Band from underrepresented minorities.	Enhance marketing to better explain the resources available to support equal participation, including the availability of instruments and scholarships for necessary band supplies.	In Progress		Almost Complete
School of Music, Theatre, and Dance	Increase the number of applicants/hires to faculty positions from underrepresented minority groups. (Faculty)	Continue the use of Interfolio to collect data on the demographics of applicants and devise a plan of how to more effectively use data of applicants who apply to faculty positions to gauge the success of proposed efforts to diversify the faculty applicant pools.	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 have taken training within last three years).	In Progress		Somewhat Complete
School of Music, Theatre, and Dance	Increase the number of applicants/hires to faculty positions from underrepresented minority groups. (Faculty)	Establish multiple levels of review to approve faculty job postings with an eye especially toward the use of inclusive language and the avoidance of language that could alienate diverse cross sections of the potential applicant pool.	In Progress		Somewhat Complete
School of Music, Theatre, and Dance	Increase the number of applicants/hires to faculty positions from underrepresented minority groups. (Faculty)	Revise faculty job posting language to more strongly highlight our commitment to DEI and request faculty applicants to share their commitment to nurturing a broad range of students of diverse identities and experiences to be demonstrated through pedagogy, service, and activities.	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 Assistant Dean of Student Affairs and Diversity, Equity & Inclusion to ensure inclusivity.			
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.	In Progress		Somewhat Complete



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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
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	Provide more professional development opportunities for staff. (Staff)	Offer workshops and training sessions for staff that are specifically tailored to the SMTD context.	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 determine goals and objectives around DEI as it relates to curriculum.			
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.			
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		Just Started
School of Music, Theatre, and Dance	Raise awareness of issues related to diversity, equity, and inclusion among Michigan Marching Band members.	Incorporate additional topics into the High Impact Training that covers Michigan Marching Band culture-specific issues related to diversity, equity, and inclusion.	Complete		
School of Music, Theatre, and Dance	Raise awareness of issues related to diversity, equity, and inclusion among Michigan Marching Band members.	Provide the Diversity & Inclusion Committee members with special training to be prepared to help Michigan Marching Band members discuss and appreciate a broad spectrum of identities and experiences.	In Progress		Almost Complete
School of Music, Theatre, and Dance	Raise awareness of issues related to diversity, equity, and inclusion among Michigan Marching Band members.	Provide further development of drills and optimal field conditions for the reserve band members to create equal opportunity for improvement.			
School of Music, Theatre, and Dance	Raise awareness of issues related to diversity, equity, and inclusion among Michigan Marching Band members.	Request for one student from each of the Michigan Marching Band committees and the Greek band chapters to serve as a representative of the Diversity & Inclusion Committee to support more transparency, collaborative solutions, and increase in participation.			
School of Music, Theatre, and Dance	Raise awareness of issues related to diversity, equity, and inclusion among Michigan Marching Band members.	Disseminate to the entire band a bi-annual update of the Diversity & Inclusion Committee meeting discussions and activities.	In Progress		Halfway Complete
School of Music, Theatre, and Dance	Raise awareness of issues related to diversity, equity, and inclusion among Michigan Marching Band 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.			
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.			












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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
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 campus-wide 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)	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		
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 s/he has pursued such areas in relation to research, teaching, and/or service.	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 of diversity, equity, & inclusion to enhance curriculum, research, teaching, and service.	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 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, on-boarding process, and continuing education expectations.			
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.	Complete		
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.	Complete		
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.	Complete		
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.	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)	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 Assistant Dean of Student Affairs and Diversity, Equity & Inclusion as both a resource and a referral source.	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)	Explore the idea of a dedicated staff person to assist with the unique needs of international students.			










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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
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)	Recognize and support the importance of maintaining mental health through mental & physical stress reducing programming and mental health awareness & management workshops for students, faculty, and staff.	Complete		
School of Music, Theatre, and Dance	Improve awareness among faculty, students, and staff of issues related to persons with disabilities. (Faculty/Students/Staff)	Regularly inform and incorporate the input of students, faculty, and staff regarding policies or physical changes to the School that may affect the equity and inclusiveness of experiences at SMTD.	In Progress		Almost Complete
School of Music, Theatre, and Dance	Create a more inclusive Michigan Marching Band environment overall.	Use the results of the students, faculty, and staff monthly and annual surveys offered by the Michigan Marching Band to suggest potential revisions to the five-year strategic plan.	In Progress		Halfway Complete
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 Michigan Marching Band activities.	In Progress		Halfway Complete
School of Music, Theatre, and Dance	Create a more inclusive and open classroom/studio/office environment. (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		Just Started
School of Music, Theatre, and Dance	Create a more inclusive and open classroom/studio/office environment. (Faculty)	Working with CRLT, establish an inclusive teaching series of workshops for faculty and GSIs.	In Progress		Just Started
School of Music, Theatre, and Dance	Create a more inclusive and open classroom/studio/office environment. (Faculty)	Establish a voluntary Faculty Peer Support Network for Inclusive Teaching, modeled on the concept of a teaching circle.	In Progress		Just Started
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 share the responsibility of promoting diversity, equity, and inclusion within the classroom and among colleagues.	Complete		
School of Music, Theatre, and Dance	Improve the spirit of equity and inclusion among all band members and within Michigan Marching Band sections.	Designate members of the Diversity & Inclusion Committee to serve as contacts for Michigan Marching Band students to share ideas and concerns that are noted in mid-month evaluations and that can be considered by the committee.	Complete		
School of Music, Theatre, and Dance	Improve the spirit of equity and inclusion among all band members and within Michigan Marching Band sections.	Encourage casual social events for students to get to know each other better across and within Michigan Marching Band sections.	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		Almost 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		Somewhat Complete
School of Music, Theatre, and Dance	Do a better job of helping new staff members acclimate to SMTD. (Staff)	Devise an SMTD orientation for new staff members.	In Progress		Somewhat 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.			
School of Music, Theatre, and Dance	Do a better job of helping new staff members acclimate to SMTD. (Staff)	Explore better ways of communicating with staff about existing university and school resources.	Complete		
School of Music, Theatre, and Dance	Do a better job of helping new staff members acclimate to SMTD. (Staff)	Bring awareness to and encourage the utilization of the University's new Staff Ombudsperson.	Complete		

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School of Music, Theatre, and Dance	Increase the number of performances given by SMTD students (and faculty) in underserved communities. (Students/Faculty)	Undertake research 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.			
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		
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)	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		Halfway Complete
School of Music, Theatre, and Dance	Increase the engagement experiences organized by Michigan Marching Band 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 Michigan Marching Band 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 Michigan Marching Band students with underserved communities to foster mutually beneficial relationships.	Facilitate and support opportunities for Michigan Marching Band members to independently work with the broader community and particularly in underserved communities.			
School of Music, Theatre, and Dance	Heighten the awareness of Michigan Marching Band's commitment to equity and diversity by ensuring that Michigan Marching Band is connecting with non-Michigan Marching Band members across the University in ways that are broadly inclusive	Assess the manner in which students across campus come to know about Michigan Marching Band 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 <input type="checkbox"/> URM, Asian and males. (Faculty & 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 <input type="checkbox"/> URM, Asian and males. (Faculty & staff)	Committee members are required to attend ADVANCE (STRIDE) 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 <input type="checkbox"/> URM, Asian and males. (Faculty & 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 <input type="checkbox"/> URM, Asian and males. (Faculty & staff)	Demographic data of faculty and staff 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 US <input type="checkbox"/> URM, Asian and males. (Faculty & staff)	Progress towards goal achievement is assessed with course correction made as needed.	Complete		

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School/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 US ☐ URM, Asian and males. (Faculty & staff)	Chief Inclusion Officer will sit on all executive level and select managerial, staff and faculty search committees.	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 & staff)	Searches will uniformly consider candidates' experience with and commitment to DEI during applicant reviews for faculty, staff and administrative searches.	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. (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 US ☐ 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 HBCU's, HSI's and MSI's.	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. (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 US ☐ 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 diversity 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 US ☐ 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 US ☐ 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 US ☐ 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 high schools and community colleges.	Complete		

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School/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 US □ 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 US □ 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	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. (Students)	Leverage university, health science schools and colleges, and other units' outreach resources.	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. (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 US □ URM, Asian and males. (Students)	Progress towards 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 US □ URM, Asian and males. (Students)	Execute recommendations in UMSN Gateways Recruitment Campaign.	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. (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 US □ URM, Asian and males. (Students)	Increase usability of UMSN website for diversity recruitment, broadly defined, by highlighting our commitment to diversity as a component of our excellence.	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. (Students)	The Gateways Fellowship will continue as a pipeline to UMSN DNP and PhD programs. Participation will be open to all.	Complete	●	

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School/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 US □ URM, Asian and males. (Students)	Graduate Student recruitment events will be organized via the Rackham Faculty Allies Grant.	In Progress		Almost Complete
School of Nursing	Increase the number of diverse and PUN faculty. (Faculty and Staff)	Continue to assure every newly appointed faculty has appropriate mentor (s).	Complete		
School of Nursing	Increase the number of diverse and PUN faculty. (Faculty and Staff)	Provide documentation of efforts to cultivate a diverse slate of candidates from all positions.	Complete		
School of Nursing	Increase the number of diverse and PUN faculty. (Faculty and Staff)	Link prospective and current faculty mentors to campus-wide 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 the number of diverse and PUN faculty. (Faculty and Staff)	Research best practices, develop and pilot a retention toolkit for all assistant professors.			
School of Nursing	Increase the number of diverse and PUN faculty. (Faculty and Staff)	Train supervisors in strategies for successful recruitment of PUN.	Complete		
School of Nursing	Increase the number of diverse and PUN faculty. (Faculty and Staff)	Develop appropriate tracking methods to identify individuals who are having difficulties in career progression.			
School of Nursing	Increase the number of diverse and PUN faculty. (Faculty and Staff)	Chief Inclusion Officer will sit on all executive level and select managerial, staff and faculty search committees.	Complete		
School of Nursing	Increase the number of diverse and PUN faculty. (Faculty and Staff)	Online and tutorial resources will be developed for faculty and staff searches.			
School of Nursing	Increase the number of diverse and PUN faculty. (Faculty and 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 the number of students from diverse communities. (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 the number of students from diverse communities. (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 the number of students from diverse communities. (Students)	Examine best practices for student success models that will facilitate timely academic progression and degree completion.	Complete		
School of Nursing	Increase the number of students from diverse communities. (Students)	Continue the UMSN Gateways Fellowship.	Complete		
School of Nursing	Increase the number of students from diverse communities. (Students)	Begin DEI in Healthcare Seminar Series.	Complete		
School of Nursing	Increase the number of students from diverse communities. (Students)	Implement Science Learning Teams so undergraduates can receive supplemental support for first and second year science and statistics courses.	Complete		
School of Nursing	Gather data on the diversity of the SN community including various attributes of interest e.g. socio-economic 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		

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School of Nursing	Gather data on the diversity of the SN community including various attributes of interest e.g. socio-economic 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	Gather data on the diversity of the SN community including various attributes of interest e.g. socio-economic status, religions, ethnicity, etc.	Conduct qualitative interview-based study on student experience at UMSN to inform DEI strategies.			
School of Nursing	Encourage all faculty, as appropriate, to complete STRIDE Advance training and/or other similar training.	Review what faculty should complete STRIDE Advance training.	Complete		
School of Nursing	Encourage all faculty, as appropriate, to complete STRIDE Advance training and/or other similar training.	Promote STRIDE Advance and/or other similar training to faculty broadly.	Complete		
School of Nursing	Encourage all faculty, as appropriate, to complete STRIDE Advance 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	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.	In Progress		Halfway 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		
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 crowd-sourcing platform for faculty.	Complete		

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
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 micro-aggressions and unconscious bias training.	Complete	●	
School of Nursing	Explore the possibility of requiring a DEI-specific course for students, at undergraduate and graduate levels.	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.	In Progress	●	Halfway 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)	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)	Encourage faculty, staff and students (as appropriate) to engage in campus-wide 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)	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	●	
School of Nursing	Advance a culture of inclusivity that is respectful and engaging for all constituencies. (All Constituencies)	Conduct qualitative interview-based study on student experience at UMSN to inform DEI strategies.		●	

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School/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)	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)	Clarify and better communicate pathways for conflict resolution (roles, procedures, communication, deeper analyses); clarify role of the Faculty Ombuds, student conflict resolution officers, Office of 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)	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	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.	Complete	●	
School of Nursing	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.	Implement recommendations of the UMSN Committee on Sexual Harassment and Misconduct Prevention.	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 campus-wide events.	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	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)	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 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	●	Halfway Complete

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School of Education	Continue and enhance dije-based partnership development.	Continue to develop means of tracking the demographic impact of our new education minor.	In Progress		Somewhat Complete
School of Education	Plan and host a 3-part seminar series on the theme of Education for Empowerment, open to the entire university and taught by faculty in our new minor.	Plan, organize, and widely advertise the Education for Empowerment seminar series.	In Progress		Halfway Complete
School of Education	Plan and host a 3-part seminar series on the theme of Education for Empowerment, open to the entire university and taught by faculty in our new minor.	Continue seeking formal partnerships with historically Black colleges and universities to aid in recruiting teacher education students from diverse populations.			
School of Education	Continue to develop baseline ways of tracking the impact of our new minor on diverse student recruitment.	We will continue to develop baseline ways to track the demographic impact of our new minor on our success in diversifying the student body of the SOE.	In Progress		Almost Complete
School of Education	Continue and expand faculty and GSI/TA professional development efforts related to anti-racism and decentering whiteness.	Continue exploring whiteness reading and discussion groups.	In Progress		Halfway Complete
School of Education	Continue and expand faculty and GSI/TA professional development efforts related to anti-racism and decentering whiteness.	EDAC work with program chairs to continue and support their in-depth examination of the professional school and academic program (undergraduate and graduate) 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.			
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	Continue and expand faculty and GSI/TA professional development efforts related to anti-racism and decentering whiteness.	Convene an antiracism task force to make additional recommendations for curricular and policy change.	In Progress		Just Started
School of Education	Continue concerted and collective efforts to decenter whiteness throughout SOE curricula and to better represent and include issues of gender identity and sexual orientation, religious diversity, and/or (dis)ability.	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		Halfway Complete
School of Education	Continue concerted and collective efforts to decenter whiteness throughout SOE curricula and to better represent and include issues of gender identity and sexual orientation, religious diversity, and/or (dis)ability.	Continue the Colloquia series in which students and faculty collaborate to present on ongoing or recent research related to pressing dije issues in education.	In Progress		Halfway Complete
School of Education	Continue concerted and collective efforts to decenter whiteness throughout SOE curricula and to better represent and include issues of gender identity and sexual orientation, religious diversity, and/or (dis)ability.	Continue the Social Justice Transformative Educator Summer Institute for secondary teacher education.			
School of Education	Continue concerted and collective efforts to decenter whiteness throughout SOE curricula and to better represent and include issues of gender identity and sexual orientation, religious diversity, and/or (dis)ability.	Continue and expand the Race and Justice Institute that is organized by UM Professor Maisie Gholston.	In Progress		Somewhat Complete
School of Education	Collaborate with marginalized student groups to identify needs and implement initiatives to better serve these groups (e.g. students with disabilities, Latinx students, Black male students).	The dean will lead a fireside chat developed in collaboration with those who have raised concerns about the experiences of members of the Latinx community.	In Progress		Halfway Complete


















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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School of Education	Collaborate with marginalized student groups to identify needs and implement initiatives to better serve these groups (e.g. students with disabilities, Latinx students, Black male students).	Identify a task force of students, faculty, staff, and a member of our EDAC committee to analyze our student climate data and offer recommendations about initiatives to better support, affirm, and serve these groups.	In Progress		Just Started
School of Education	Collaborate with marginalized student groups to identify needs and implement initiatives to better serve these groups (e.g. students with disabilities, Latinx students, Black male students).	Continue our Black Male Student Roundtable, a group focused on issues and experiences of Black men, but open to all.	In Progress		Halfway Complete
School of Education	Collaborate with marginalized student groups to identify needs and implement initiatives to better serve these groups (e.g. students with disabilities, Latinx students, Black male students).	Increase specific programming related to being more inclusive of SOE and K-12 students with disabilities.	In Progress		Halfway Complete
School of Education	Collaborate with marginalized student groups to identify needs and implement initiatives to better serve these groups (e.g. students with disabilities, Latinx students, Black male students).	Continue to host the La Casa, a campus-level Latinx-identified student organization. Develop other student organizations that are designed to serve historically minoritized groups (e.g. Black, LGBTQ+). As always, these groups will be open to all who wish to join, but the focus of the groups will be to support historically minoritized students.	In Progress		Just Started
School of Education	Infuse the arts to increase the creativity and inclusivity of our dije programming.	Continue the showcase at SOE Community Convocation.			
School of Education	Infuse the arts to increase the creativity and inclusivity of our dije programming.	Hold the showcase crowd sourcing event in conjunction with the Winter Wonderland Dance Party.			
School of Education	Infuse the arts to increase the creativity and inclusivity of our dije programming.	Select the community choice awards.			
School of Education	Infuse the arts to increase the creativity and inclusivity of our dije programming.	Install the art.			
School of Education	Infuse the arts to increase the creativity and inclusivity of our dije programming.	Solicit feedback in order to make continued improvements.			
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		Almost Complete
School of Education	Continue and enhance staff equity and inclusion initiatives.	Continue to clarify the methods of conflict resolution for staff, including promoting and explaining the purpose of the anonymous suggestions link to all staff, available via the dije website.			
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.	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 central efforts to educate faculty, staff, and students on the forthcoming University of Michigan Policy on Sexual and Gender-Based Misconduct Prevention ("umbrella policy").	In Progress		Just Started
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.	Develop and socialize unit-specific value statements that align and reinforce the forthcoming university level values that promote culture and climate change consistent with both the Diversity, Equity & Inclusion, and Sexual and Gender-Based Misconduct Prevention work that is already underway.	In Progress		Just Started
School of Education	Continue and enhance our already existing partnerships with local K-12 schools and the dissemination of online materials to support the professional development of practicing and preservice teachers.	Provide professional development, materials, and other support to practicing K-12 educators in local schools and school districts.	In Progress		Halfway Complete














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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School of Education	Begin to develop "Grow Your Own" programs with Ann Arbor Public Schools and Detroit Public Schools.	Work with Ann Arbor Public Schools and Detroit Public School Community District to develop program plans.	In Progress		Somewhat Complete
School of Education	Begin to develop "Grow Your Own" programs with Ann Arbor Public Schools and Detroit Public Schools.	Launch the Ann Arbor Public Schools program in AY20-21.	In Progress		Somewhat Complete
School of Education	Begin to develop "Grow Your Own" programs with Ann Arbor Public Schools and Detroit Public Schools.	Prepare to launch the Detroit Public School Community District program in AY 21-22.	In Progress		Somewhat Complete
School of Education	Carry out the Joint Operating Agreement, the design, and MOU for a new urban teaching school residency with the Detroit P20 Partnership (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 Joint Operating Agreement, the design, and MOU for a new urban teaching school residency with the Detroit P20 Partnership (Detroit Public Schools Community District, the Kresge Foundation, Marygrove Conservancy, and Starfish Family Services).	Continued curriculum development work.	In Progress		Halfway Complete
School of Education	Carry out the Joint Operating Agreement, the design, and MOU for a new urban teaching school residency with the Detroit P20 Partnership (Detroit Public Schools Community District, the Kresge Foundation, Marygrove Conservancy, and Starfish Family Services).	Work with U-M units to develop wrap-around support services.	In Progress		Just Started
School of Education	Carry out the Joint Operating Agreement, the design, and MOU for a new urban teaching school residency with the Detroit P20 Partnership (Detroit Public Schools Community District, the Kresge Foundation, Marygrove Conservancy, and Starfish Family Services).	Securing of new arts programming for the school.	In Progress		Just Started
School of Education	Leverage the field-based internship component of our new Education for Empowerment 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.	In Progress		Almost Complete
School of Education	Leverage the field-based internship component of our new Education for Empowerment 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 Public Health	Create a school-wide Diversity, Equity, and Inclusion Committee to impact SPH culture and practice, and disseminate information to departmental DEI committees.	Committee meets monthly.	Complete		
School of Public Health	Create a school-wide Diversity, Equity, and Inclusion Committee to impact SPH culture and practice, and disseminate information to departmental DEI committees.	Conduct an inventory of DEI actions occurring within departments.	Complete		
School of Public Health	Create a school-wide Diversity, Equity, and Inclusion Committee to impact SPH culture and practice, and disseminate information to departmental DEI committees.	Develop DEI workshop themes that align with strategic plan. Leverage resources across departments/groups to host workshops.	Complete		
School of Public Health	Create a school-wide Diversity, Equity, and Inclusion Committee to impact SPH culture and practice, and disseminate information to departmental DEI committees.	Host a series of listening circles at the school-wide and departmental levels to provide space for community members to process the impacts of racism, anti-Black violence, and COVID-19	Complete		

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School of Public Health	Create a school-wide Diversity, Equity, and Inclusion Committee to impact SPH culture and practice, and disseminate information to departmental DEI committees.	Develop committee outcome measures on an annual basis.	Complete		
School of Public Health	Create a school-wide Diversity, Equity, and Inclusion Committee to impact SPH culture and practice, and disseminate information to departmental DEI committees.	Share a wide variety of anti-racism resources with the school community for education and action	Complete		
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	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 a process for handling concerns.	Complete		
School of Public Health	Develop a system for sharing and responding to individual concerns.	Report out aggregate information on incidents within the school.	Not Started		
School of Public Health	Develop a system for sharing and responding to individual concerns.	Collect climate survey responses related to school responsiveness to faculty, staff, and student DEI concerns.	Not Started		
School of Public Health	Develop a system for sharing and responding to individual concerns.	Hold meetings with HR, staff, and faculty on a number of topics and share feedback with appropriate leadership.	Complete		
School of Public Health	Develop a system for sharing and responding to individual concerns.	Continue to publicize existing University pathways for reporting concerns and to encourage students, faculty, and staff to report concerns for resolution.	Complete		
School of Public Health	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.	Ensure community completes training by sending ongoing reminders.	Complete		
School of Public Health	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.	Highlight sexual and gender-based misconduct training in onboarding.	Complete		
School of Public Health	Recruit and retain a diverse faculty.	SADA will continue to meet with department search committees to assess efforts to generate initial candidate pools before proceeding to campus interviews.	Complete		
School of Public Health	Recruit and retain a diverse faculty.	Ongoing collaboration between SPH leadership and DEI Junior Faculty Working Group.	Complete		
School of Public Health	Recruit and retain a diverse faculty.	Develop and implement a new faculty orientation.	Complete		
School of Public Health	Recruit and retain a diverse faculty.	Gather information on best practices for recruiting diverse faculty.	Complete		
School of Public Health	Recruit and retain a diverse faculty.	Build infrastructure and establish a process to ensure a consistent recruiting experience for all departments.	In Progress		Somewhat Complete
School of Public Health	Recruit and retain a diverse faculty.	Pilot Interfolio with one or more departments.	Not Started		
School of Public Health	Recruit and retain a diverse faculty.	Develop recruitment planning tool and pilot for one or more faculty searches.	Not Started		
School of Public Health	Recruit and retain a diverse faculty.	Evaluate past history of retention by department (five-year retrospective).	Complete		

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School of Public Health	Recruit and retain a diverse faculty.	Brainstorm an exit interview process for faculty.	Not Started		
School of Public Health	Recruit and retain a diverse faculty.	Hold faculty focus groups on opportunities and challenges regarding faculty DEI climate.	Not Started		
School of Public Health	Recruit and retain a diverse faculty.	Conduct faculty event to communicate climate survey results and prioritize the school's efforts based on feedback (data sharing anticipated Fall 2019).	Complete		
School of Public Health	Improve faculty's ability to teach and mentor a diverse graduate and undergraduate student body. Using a professional development cycle of learning, feedback, reflection, and implementation, faculty of all ranks and roles will increase their knowledge of and experience with inclusive teaching practices.	Promote CRLT Inclusive Teaching Workshops.	Complete		
School of Public Health	Improve faculty's ability to teach and mentor a diverse graduate and undergraduate student body. Using a professional development cycle of learning, feedback, reflection, and implementation, faculty of all ranks and roles will increase their knowledge of and experience with inclusive teaching practices.	Implement second year of peer review of teaching, classroom reflection and implementation.	Not Started		
School of Public Health	Improve faculty's ability to teach and mentor a diverse graduate and undergraduate student body. Using a professional development cycle of learning, feedback, reflection, and implementation, faculty of all ranks and roles will increase their knowledge of and experience with inclusive teaching practices.	Develop a syllabus template/checklist that incorporates inclusive teaching principals and distribute annually.	Complete		
School of Public Health	Improve faculty's ability to teach and mentor a diverse graduate and undergraduate student body. Using a professional development cycle of learning, feedback, reflection, and implementation, faculty of all ranks and roles will increase their knowledge of and experience with inclusive teaching practices.	Analyze Rackham exit survey data gathered from departments and create list of DEI issues to be addressed.	Complete		
School of Public Health	Create a Continuing Professional Education system for faculty focused on the leadership, communication, and supervision skills needed to develop and maintain a diverse, equitable, and inclusive environment.	Set up contacts and contracts with external providers when necessary (e. g., Intercultural Development Inventory (IDI), Dominance, Influence, Steadiness and Compliance (DISC) Training, Racial Equity Institute, etc.).	Complete		
School of Public Health	Create a Continuing Professional Education system for faculty focused on the leadership, communication, and supervision skills needed to develop and maintain a diverse, equitable, and inclusive environment.	Develop 1-2 real-world case studies per year to use in faculty training.	Not Started		
School of Public Health	Create a Continuing Professional Education system for faculty focused on the leadership, communication, and supervision skills needed to develop and maintain a diverse, equitable, and inclusive environment.	Promote Organizational Learning Workshops and Heritage Month Series.	Complete		
School of Public Health	Recruit and retain a diverse research and administrative staff.	Continue to perform an equity review of all research staff salaries based on the compensation philosophy and develop a plan to address any potential issues.	Complete		
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.	Monitor and verify DEI language on all-staff postings.	Complete		










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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
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	Recruit and retain a diverse research and administrative staff.	Continue to promote UM recruiting resources to department administrators to help them conduct effective searches that result in diverse applicant pools (i.e., university resources, behavioral interview questions).	Complete		
School of Public Health	Recruit and retain a diverse research and administrative staff.	Collaborate with department administrators to present to groups about recruiting resources and best practices.	Complete		
School of Public Health	Promote an inclusive and supportive staff environment.	Establish an exit interview process to understand why staff leave; share with leadership.	Complete		
School of Public Health	Promote an inclusive and supportive staff environment.	Create consistent department-level new employee orientations for staff to receive within the first 1-2 weeks of their arrival.	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: 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 personal goals in partnership with supervisors.	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: receiving positive and constructive feedback that helps grow their skills and career.			
School of Public Health	Promote an inclusive and supportive staff environment.	Implement department-level new staff orientations.			
School of Public Health	Promote an inclusive and supportive staff environment.	Maintain and refine school-wide new staff orientation.	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.	Complete		
School of Public Health	Promote an inclusive and supportive staff environment.	Develop grant process for staff-led DEI events.	Not Started		
School of Public Health	Promote an inclusive and supportive staff environment.	Review UM new hire data and share with department administrators.	Complete		
School of Public Health	Promote an inclusive and supportive staff environment.	Promote SPH HR by emailing all employees annually and attending one or more department meeting per year.	In Progress		Almost Complete
School of Public Health	Promote an inclusive and supportive staff environment.	Review feedback from 2018 staff summit and develop action items.	Complete		
School of Public Health	Promote an inclusive and supportive staff environment.	Consult with department administrators and managers throughout the school on ways to promote an inclusive and supportive staff environment.	Complete		
School of Public Health	Promote an inclusive and supportive staff environment.	Review department practices and decisions to ensure consistent application of policies, positive relations between managers and employees, and regular and constructive feedback.	Complete		
School of Public Health	Promote an inclusive and supportive staff environment.	Support effective use of the performance management system in order to promote annual meetings and communication about goals and progress between employees and managers.	Complete		

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School of Public Health	Create a Continuing Professional Education system for staff focused on the leadership, communication, and supervision skills needed to develop and maintain a diverse, equitable, and inclusive environment.	Market electronic comment collection to staff.	Complete	●	
School of Public Health	Create a Continuing Professional Education system for staff focused on the leadership, communication, and supervision skills needed to develop and maintain a diverse, equitable, and inclusive environment.	Bring a menu of professional development learning opportunities to SPH and offer these free of charge to departments for their staff.	Complete	●	
School of Public Health	Create a Continuing Professional Education system for staff focused on the leadership, communication, and supervision skills needed to develop and maintain a diverse, equitable, and inclusive environment.	Promote Organizational Learning Workshops and Heritage Month Series.	Complete	●	
School of Public Health	Create a Continuing Professional Education system for staff focused on the leadership, communication, and supervision skills needed to develop and maintain a diverse, equitable, and inclusive environment.	Set up system for review of comments.	Complete	●	
School of Public Health	Create a Continuing Professional Education system for staff focused on the leadership, communication, and supervision skills needed to develop and maintain a diverse, equitable, and inclusive environment.	Develop 1-2 real-world case studies per year 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.	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 the Future Public Health Leaders Program (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 university faculty and alumni during time on campus.	Complete	●	
School of Public Health	Recruit and retain a diverse student body.	Develop a mechanism for tracking applicants to the School of Public Health who participated in pipeline programs.	In Progress	●	Halfway 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.	In Progress	●	Somewhat Complete
School of Public Health	Recruit and retain a diverse student body.	Engage alumni in recruitment by asking them to reach out to admitted students.	Complete	●	
School of Public Health	Recruit and retain a diverse student body.	Continue to inventory departmental admissions criteria, with the goal of ensuring admissions processes are inclusive of a wide-range of prospective students.	In Progress	●	Somewhat Complete
School of Public Health	Recruit and retain a diverse student body.	Implement Rackham minority-serving institution planning grant.	Complete	●	

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School of Public Health	Recruit and retain a diverse student body.	Hire a graduate student staff assistant for pipeline program efforts.	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		
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 instances of bias, discrimination, and micro-aggressions.	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	Recruit and retain a diverse student body.	Review graduate program admission requirements.	In Progress		Somewhat Complete
School of Public Health	Recruit and retain a diverse student body.	Brainstorm opportunities for Graduate Student Instructor Orientation.			
School of Public Health	Improve student- student interactions in the classroom.	Bring CRLT 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 instances of bias, discrimination, and micro- aggressions that is transparent and accessible to all students.	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	Improve student- student interactions in the classroom.	OSEP to continually partner with student organizations for inclusive programming for the entire student body.	Complete		
School of Public Health	Increase students' understanding of the role of diversity and inclusion in public health.	Financially support and advertise co-/extracurricular programming that enhances students' understanding of the role of diversity in education and scholarship.	Complete		
School of Public Health	Increase students' understanding of the role of diversity and inclusion in public health.	Embed Council on Education for Public Health (CEPH) degree requirements into core courses.	Complete		
School of Public Health	Increase students' understanding of the role of diversity and inclusion in public health.	Review faculty performance system to assess number of classes that meet CEPH foundational and learning objectives around social, political, and economic determinants of health as well as structural bias, social inequities, and racism.	Not Started		
Stamps School of Art and 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 and 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 and 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 and 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		

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Stamps School of Art and Design	Assessment of Faculty Evaluations.	Identify and rectify unconscious bias, if any, in faculty evaluations that are administered by Executive Committee and students.	Complete	●	
Stamps School of Art and Design	Assessment of Faculty Evaluations.	Provide fair, equitable and transparent re-evaluations and recourse.	Complete	●	
Stamps School of Art and 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 and Design	Build diverse pipeline of potential applicants to attract a diverse applicant pool.	Establish articulation agreements with 2 diverse area community colleges to increase the number of students transferring from those institutions.	Complete	●	
Stamps School of Art and 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 and 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 and 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 and 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 and Design	Increase matriculation and retention of URM undergraduates year over year.	Offer up to 6 travel grants to admitted students with high need to be able to come visit campus.	Complete	●	
Stamps School of Art and 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 and 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 and 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 and Design	Increase matriculation and retention of URM undergraduates year over year.	Address students' needs as identified on climate survey.	Complete	●	
Stamps School of Art and 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 and 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	●	
Stamps School of Art and 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 and Design	Attract, recruit and maintain intelligent staff from diverse backgrounds.	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 and Design	Attract, recruit and maintain intelligent staff from diverse backgrounds.	Increase and broaden school-wide efforts to emphasize and raise awareness about the value of diversity, equity and inclusion in the workplace.	Complete	●	
Stamps School of Art and Design	Attract, recruit and maintain intelligent staff from diverse backgrounds.	Cast a wide net for recruiting efforts in diverse publications.	Complete	●	
Stamps School of Art and Design	Attract, recruit and maintain intelligent staff from diverse backgrounds.	Partnering with UM Central HR diversity recruitment initiative.	Complete	●	

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Stamps School of Art and Design	Attract, recruit and maintain intelligent staff from diverse backgrounds.	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 and Design	Attract, recruit and maintain intelligent staff from diverse backgrounds.	Provide a confidential venue to offer assistance to staff to voice their concerns and suggest remedial action by subject-matter experts from the Office of Institutional Equity & Human Resources.	Complete	●	
Stamps School of Art and Design	Attract, recruit and maintain intelligent staff from diverse backgrounds.	Increase awareness of DEI goals in the workplace.	Complete	●	
Stamps School of Art and Design	Attract, recruit and maintain intelligent staff from diverse backgrounds.	Outreach efforts.	Complete	●	
Stamps School of Art and Design	Attract, recruit and maintain intelligent staff from diverse backgrounds.	DEI education for managers.	Complete	●	
Stamps School of Art and Design	Attract, recruit and maintain intelligent staff from diverse backgrounds.	Aligning short-term & long-term goals with yearly performance goals.	Complete	●	
Stamps School of Art and Design	Create an environment that fosters cross-cultural engagement and understanding.	Conduct focus groups with outside facilitators where helpful.	Complete	●	
Stamps School of Art and 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 and Design	Create an environment that fosters cross-cultural engagement and understanding.	Co-ordinate 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 and 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 and 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 and 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 and 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 and 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 2019 and Winter 2020.	Complete	●	
Stamps School of Art and 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 and 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 8 Stamps faculty (at least two of whom would be lecturers).	Complete	●	
Stamps School of Art and 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 and Design	Improve diversity awareness and equity sensitivity among faculty in the classroom.	Encourage and incentivize mid-term evaluations focused on DEI sensitive teaching.	Complete	●	

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Stamps School of Art and 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 and Design	Make Inclusive Teaching Skills Part of Faculty Accountability.	Curriculum development.	Complete		
Stamps School of Art and Design	Make Inclusive Teaching Skills Part of Faculty Accountability.	Create a working group comprised of 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 and Design	Make Inclusive Teaching Skills Part of Faculty Accountability.	Present their findings to faculty council and administration.	Complete		
Stamps School of Art and 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 and Design	Increase Offering of Studio and Academic Courses Offered by Stamps Explicitly Targeting Diversity Issues in the Fields of Art & Design.	Include in Budget Proposal a request for Senior Faculty Hire targeting areas related to diversity, equity, and inclusion in art & 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 and Design	Increase Offering of Studio and Academic Courses Offered by Stamps Explicitly Targeting Diversity Issues in the Fields of Art & 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.	Not Started		
Stamps School of Art and Design	Increase Offering of Studio and Academic Courses Offered by Stamps Explicitly Targeting Diversity Issues in the Fields of Art & Design.	Identify volunteers among faculty and provide incentives to develop and teach such courses.	Complete		
Stamps School of Art and Design	Increase Offering of Studio and Academic Courses Offered by Stamps Explicitly Targeting Diversity Issues in the Fields of Art & Design.	Grants for DEI curriculum development & community engagement.	Complete		
Stamps School of Art and 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 and 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 and Design	Create an inclusive climate in which all members of Stamps community can thrive and strive for excellence.	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 and Design	Create an inclusive climate in which all members of Stamps community can thrive and strive for excellence.	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		
Stamps School of Art and Design	Sexual Harassment and Misconduct Prevention.	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.	Complete		

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Stamps School of Art and Design	Sexual Harassment and Misconduct Prevention.	Action Item: Support unit level participation in mandatory training by UM Organizational Learning.	Complete	●	
Stamps School of Art and 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 and 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 and 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 and Design	Provide opportunities to increase cross-cultural interactions and develop intercultural competency.	Work with Stamps of 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 and 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 and Design	Improve undergraduate experience for first-generation and URM students.	Seek input from current first-gen and URM's on school climate through discussion and focus group.	Complete	●	
Stamps School of Art and 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 and Design	Increase cultural awareness of different cultural group.	Conduct 5 Brown Bag education sessions for staff.	Complete	●	
Stamps School of Art and Design	Increase cultural awareness of different cultural group.	Create an expectation that all staff participate in DEI education and experiences by providing them access to opportunities and release time to participate.	Complete	●	
Stamps School of Art and Design	Increase cultural awareness of different cultural group.	Provide multiple opportunities from which individuals may choose, while creating a clear understanding that competence is expected for all Stamps School staff. The UM CFO's organization, the Business and Finance Diversity Passport program that requires all.	Complete	●	
Stamps School of Art and Design	Improve accessibility of online and printed resources at Stamps, focusing on admissions, alumni relations, and Stamps exhibition design.	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	●	
Stamps School of Art and Design	Improve accessibility of online and printed resources at Stamps, focusing on admissions, alumni relations, and Stamps exhibition design.	Conduct ADA review of all websites, web resources, and printed materials at Stamps, as well as exhibition practices.	Complete	●	
Stamps School of Art and 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 and 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 and 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 and Design	Improve access to face-to-face resources for prospective students and parents.	Increase the number of scholarship & travel grants to attend pre-college programs.	Complete	●	
Stamps School of Art and 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	●	

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Stamps School of Art and 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 and 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 and 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 and 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 and 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.	Strategically identify diverse locations and approaches for recruitment.	In Progress	●	Almost 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.	Implement and evaluate the 4+1 program for MSW admissions with UM-Dearborn and the UM Ann Arbor Sociology department.	In Progress	●	Halfway 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.	In Progress	●	Almost 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 outreach to students at UM Dearborn and UM Flint.	In Progress	●	Halfway 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.	Track admissions, enrollment, and retention of students with disabilities and LGBTQIA+ identities.	In Progress	●	Almost 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	●	
School of Social Work	Ensure consistent support for successful learning experiences.	Identify additional sources of student support 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	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.	Increased transparency in hiring and recruitment by, for example, posting all new staff positions on a page on the School of Social Work website.	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	●	

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
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 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	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.	Not 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.	Review how we have promoted full and fair consideration of applicants from underrepresented groups, including racial and ethnic minorities, people with disabilities, and LGBT identities.	In Progress		Almost 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.	In Progress		Almost Complete
School of Social Work	Ensure consistent support for supportive career development and professionally rewarding work experiences.	Offer diversity, equity and inclusion skill development programs specifically for staff.	In Progress		Almost 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.	In Progress		Almost 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 the diversity of faculty from underrepresented groups, including racial and ethnic minorities, people with disabilities, and diverse sexual identities, and gender expressions.	The Faculty Search and Executive Committees will engage in specific efforts to increase diversity to 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.	In Progress		Almost 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.	Require faculty search committees 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.	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.	Identify professional associations, networks, and individuals who may include or reach underrepresented scholars and assure that they receive any new faculty posting.	In Progress		Almost 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.	All members of the search committee will participate in ADVANCE training for faculty search committee members.	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.	Rate all job applicants and candidates on their demonstrated commitment to DEI as reflected in their research, teaching, or service.	In Progress		Almost 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.	In Progress		Almost Complete

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School of Social Work	Ensure consistent support for career development of all junior faculty.	Continue to develop faculty understanding of tenure and promotion system.	In Progress		Almost 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).	In Progress		Almost 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.	In Progress		Almost 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.	The Associate Dean for Educational Programs will identify professional networks to alert more diverse groups to job opportunities and diversify applicant pools.	In Progress		Almost 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.	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.	In Progress		Almost 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.	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.	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.	In Progress		Almost 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 and Faculty Development topics (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 on boarding orientation to effectively model engaging and transformative conversations that utilize inclusive teaching methods.	In Progress		Almost 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.	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, equity and inclusion goals, as evidenced by research/scholarship, teaching, and service activities, in promotion and tenure reviews and in annual reviews.	In Progress		Almost Complete











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School/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		Almost 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.	Support faculty scholarship on diversity, equity and inclusion related topics through seed funding.	In Progress		Almost 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.	In Progress		Halfway Complete
School of Social Work	Provide more consistent and supportive faculty advising.	Provide faculty training to strengthen student advisement.	In Progress		Almost Complete
School of Social Work	Increase DEI focus of offices dealing with outside communities such as the Program Evaluation Group, Office of Global Activities, Continuing Education Program, Community Action and Social Change minor, Office of Field Education.	Assess the degree to which these offices' programs contribute to the DEI plan objectives.	In Progress		Almost Complete
School of Social Work	Increase DEI focus of offices dealing with outside communities such as the Program Evaluation Group, Office of Global Activities, Continuing Education Program, Community Action and Social Change minor, Office of Field Education.	Consult with office directors and staff to strengthen DEI focused activities.	In Progress		Almost Complete
School of Social Work	Increase DEI focus of offices dealing with outside communities such as the Program Evaluation Group, Office of Global Activities, Continuing Education Program, Community Action and Social Change minor, Office of Field Education.	Integrate DEI goals into each offices' annual plan.	Complete		
School of Social Work	Students will develop 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	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 limited exceptions.	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.	In Progress		Somewhat 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; step up advising to encourage PODS intensive courses.	In Progress		Halfway Complete
School of Social Work	Students will develop greater skill and ability to participate, lead and respond in transformational conversations.	Evaluate PODS-specific items on student course evaluations.	Complete		
School of Social Work	Students will develop greater skill and ability to participate, lead and respond in transformational conversations.	Meet 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.	Not Started		
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.	In Progress		Almost Complete

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School/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.	Maintain or increase the number of faculty development activities devoted to acquiring inclusive teaching for transformational learning.	In Progress		Halfway 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 the annual review process that are tangible and of value to Faculty, i.e.: Excellence in Facilitating Transformative Conversations Award.	In Progress		Just 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.	Offer Continuing Education units for faculty development activities when possible.	Complete		
School of Social Work	Students will learn more about current events, understand them in a meaningful way, and then learn how to apply relevant social work skills to actions related to the event.	The School and faculty will create opportunities for students to engage in advocacy-related work.	Complete		
School of Social Work	Provide more holistic student support.	Ensure that students are aware of different sources for emergency funding.	In Progress		Almost Complete
School of Social Work	Provide more holistic student support.	Ensure that students are aware of support for student caregivers and student parents.	In Progress		Almost 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, etc.	Complete		
School of Social Work	Provide more holistic student support.	Develop more innovative ways of teaching via digital learning or other resources.	In Progress		Halfway 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.	Staff will have access to regular, accessible, structured opportunities to engage around current events.	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, that happen during the workday.	In Progress		Almost 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.	Plan and implement an annual all-staff retreat.	Not Started		
School of Social Work	Create accountability mechanisms that support inclusive participation.	Increase awareness of the Bias Response Team (BRT), the UM Ombudsman, and the Office of Student Conflict Resolution at the UM to address expressions of bias.	In Progress		Halfway Complete
School of Social Work	Create accountability mechanisms that support inclusive participation.	Expand efforts to improve awareness of the Bias Response Team (BRT), the UM 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.	Develop mechanisms to link to OSCR with respect to restorative justice practice approaches to bias incidents in our school.	Complete		
School of Social Work	Create accountability mechanisms that support inclusive participation.	Increase the number of formalized procedures for students to address concerns with an emphasis on the identification of solutions.	In Progress		Somewhat Complete









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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School of Social Work	Create accountability mechanisms that support inclusive participation.	Provide more opportunities for students to share their voices and concerns with faculty.	In Progress		Almost Complete
School of Social Work	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.	Complete		
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 as they relate to diversity, equity, inclusion and social justice.	In Progress		Almost 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.	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.	Invite community members to participate in events and discussions.	In Progress		Almost 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.	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.	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.	Increase the number of assignments, including independent studies that involve connecting with communities.	In Progress		Almost 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		Almost 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 towards sustainability.	Pursue funding to support field instructors, community members, for community based-participatory research.	In Progress		Somewhat 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 towards sustainability.	Create connections with local K-12 institutions.	In Progress		Somewhat 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 towards sustainability.	Invite community members to participate in conferences.	In Progress		Almost 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 towards sustainability.	Develop information resources for community organizations.	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 towards sustainability.	Facilitate community access to appropriate UM resources.	In Progress		Halfway Complete
Taubman College of Architecture	Develop and implement targeted recruitment strategies.	Create strategic recruitment plan.	In Progress		Almost Complete

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Taubman College of Architecture	Develop and implement targeted recruitment strategies.	Expand recruitment efforts within the UM system, with particular emphasis on LSA, and the Flint/Dearborn campuses and recognized groups/student organizations with DEI-related missions.	In Progress		Halfway Complete
Taubman College of Architecture	Develop and implement targeted recruitment strategies.	Work with Rackham Graduate School to increase the number of Rackham Graduate Fellows.	Not Started		
Taubman College of Architecture	Align and improve Taubman Architecture Enrichment/ Urban Planning Outreach K-12 and graduate programs to align with DEI values.	Integrate all pathways programs to work in synchrony and be more accessible.	Complete		
Taubman College of Architecture	Align and improve Taubman Architecture Enrichment/ Urban Planning Outreach K-12 and graduate programs to align with DEI values.	Pathways programs are sustainable.	Complete		
Taubman College of Architecture	Align and improve Taubman Architecture Enrichment/ Urban Planning Outreach K-12 and graduate programs to align with DEI values.	Continue to develop strategic partnerships with regional institutions to strategize long term pathways from ArcPrep to Taubman College.	In Progress		Somewhat Complete
Taubman College of Architecture	Align and improve Taubman Architecture Enrichment/ Urban Planning Outreach K-12 and graduate programs to align with DEI values.	Continue implementation of Taubman College Pathways Program.	Complete		
Taubman College of Architecture	Institutionalize connections with Minority Serving Institutions (MSI).	Work with Minority Serving Institutions to implement identified partnership opportunities.	Complete		
Taubman College of Architecture	Institutionalize connections with Minority Serving Institutions (MSI).	Continue participation in UM MSI Community of Practice Steering Committee.	Complete		
Taubman College of Architecture	Institutionalize connections with Minority Serving Institutions (MSI).	Lead the newly established Equity in Architectural Education Consortium.	Complete		
Taubman College of Architecture	Institutionalize Diversity Components into Application Evaluation.	Institutionalize existing holistic admissions review, include DEI statement as part of the process.	Complete		
Taubman College of Architecture	Evaluate Merit and Need Based Financial Support.	Continue to present donors with the opportunity to create scholarships that support DEI efforts.	Complete		
Taubman College of Architecture	Evaluate Merit and Need Based Financial Support.	Increase number of alumni/donors giving to the college.	In Progress		Somewhat Complete
Taubman College of Architecture	Evaluate Merit and Need Based Financial Support.	Evaluate current student financial support.	In Progress		Just Started
Taubman College of Architecture	Evaluate Merit and Need Based Financial Support.	Students receive scholarship support adequate for their needs.	Complete		
Taubman College of Architecture	Evaluate Merit and Need Based Financial Support.	Develop criteria for student financial support fee waiver for admitted domestic students.	Not Started		
Taubman College of Architecture	Evaluate Merit and Need Based Financial Support.	Increase staff capacity to provide appropriate student financial support.	Not Started		
Taubman College of Architecture	Improve Holistic Student Orientations.	Evaluate and Implement changes to new student orientation goals and practices, to continue to include cultural competency training, community building, and add professional development.	Complete		
Taubman College of Architecture	Improve Holistic Student Orientations.	Develop college-wide study abroad student orientation.	Not Started		
Taubman College of Architecture	Improve Holistic Student Orientations.	Develop orientation for summer start students.	In Progress		Just Started

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
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.	Complete		
Taubman College of Architecture	Strengthen support systems for all students, with particular emphasis on under- represented minority and international students.	Continue to host social activities with emphasis on cultural exchanges.	Complete		
Taubman College of Architecture	Strengthen support systems for all students, with particular emphasis on under- represented minority and international students.	Connect students to university-wide resources.	In Progress		Almost Complete
Taubman College of Architecture	Strengthen support systems for all students, with particular emphasis on under- represented minority and international students.	Comprehensively support students tutoring needs.	In Progress		Halfway Complete
Taubman College of Architecture	Strengthen support systems for all students, with particular emphasis on under- represented 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 under- represented minority and international students.	Evaluate needs of pre-arch and freshman-admit students.	Complete		
Taubman College of Architecture	Strengthen support systems for all students, with particular emphasis on under- represented minority and international students.	Evaluate the needs for college prep access for incoming students during the summer.	Complete		
Taubman College of Architecture	Strengthen support systems for all students, with particular emphasis on under- represented minority and international students.	Continue to expand mental health support.	Complete		
Taubman College of Architecture	Strengthen support systems for all students, with particular emphasis on under- represented minority and international students.	Continue to provide one-on- one academic and non- academic counseling and follow up.	Complete		
Taubman College of Architecture	Strengthen support systems for all students, with particular emphasis on under- represented minority and international students.	Develop long-term student engagement and satisfaction measurement mechanism.	Not Started		
Taubman College of Architecture	Evaluate and create academic and non-academic policies.	Develop non-academic student misconduct policy.	In Progress		Halfway Complete
Taubman College of Architecture	Evaluate and create academic and non-academic policies.	Assess the need for a student initiated academic misconduct policy.	Not Started		
Taubman College of Architecture	Institutionalize/ Revise faculty Search Protocols to Prioritize DEI Goals.	Institutionalize rubric based search committee procedures.	In Progress		Just Started
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	Institutionalize/ Revise faculty Search Protocols to Prioritize DEI Goals.	Broaden outreach strategies in an effort to diversify faculty candidate pools.	In Progress		Just Started
Taubman College of Architecture	Increase faculty retention and mentorship.	Develop/evaluate mentoring programming for faculty with emphasis on professional development.	In Progress		Almost Complete
Taubman College of Architecture	Implement revised staff search protocols to prioritize DEI goals.	Continue to include specific DEI commitment language in job postings.	Complete		
Taubman College of Architecture	Implement revised staff search protocols to prioritize DEI goals.	Evaluate diversity sourcing platforms and develop diversity outreach strategy.	In Progress		Just Started

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Taubman College of Architecture	Implement revised staff search protocols to prioritize DEI goals.	Continue to run applicant summary reports to gauge applicant pool.	Complete		
Taubman College of Architecture	Implement revised staff search protocols to prioritize DEI goals.	Institutionalize rubric based hiring procedures.	In Progress		Almost Complete
Taubman College of Architecture	Implement revised staff search protocols to prioritize DEI goals.	Institutionalize blind resume review for staff hiring teams.	Complete		
Taubman College of Architecture	Implement revised staff search protocols to prioritize DEI goals.	Implement hiring and unconscious bias training in for hiring teams.	Complete		
Taubman College of Architecture	Create transparent and inclusive policies and practices for new and current employees.	Institutionalize staff organizational policies.	In Progress		Halfway Complete
Taubman College of Architecture	Create transparent and inclusive policies and practices for new and current employees.	College staff understand their connection to achieve college goals.	In Progress		Almost Complete
Taubman College of Architecture	Create transparent and inclusive policies and practices for new and current employees.	Prototype workplace buddy system for new employees.	Complete		
Taubman College of Architecture	Evaluate current staff professional development opportunities.	Develop staff development opportunities policy.	Complete		
Taubman College of Architecture	Evaluate and make visible conflict resolution pathways.	Evaluate unit level conflict resolution pathways, with an emphasis on staff procedures.	Complete		
Taubman College of Architecture	Evaluate and make visible conflict resolution pathways.	Develop new procedures as needed.	Complete		
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.	Create Taubman College DEI course guide.	In Progress		Almost Complete
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.	In Progress		Somewhat Complete
Taubman College of Architecture	Institutionalize Inclusive Teaching Paradigm.	Training for college faculty in inclusive curriculum development.	In Progress		Halfway Complete
Taubman College of Architecture	Institutionalize Inclusive Teaching Paradigm.	Train college faculty on handling difficult DEI subjects in the classroom, including intervention.	In Progress		Somewhat Complete
Taubman College of Architecture	Make DEI Foundational to Teaching.	Conduct curricular evaluation for DEI content and practices, include topics that affect underrepresented minorities and international students.	Complete		
Taubman College of Architecture	Make DEI Foundational to Teaching.	Student course evaluations are used to assess DEI implementation impact.	Complete		
Taubman College of Architecture	Make DEI Foundational to Teaching.	Continue to incorporate diverse lecturers into the college lecture series.	Complete		
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.	Continue to 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.	Complete		

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Taubman College of Architecture	Make DEI Foundational to Teaching.	Initiate institutional tracking of invited jurors over time.	Complete	●	
Taubman College of Architecture	Provide financial and administrative support for DEI related research.	Continue to 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.	Continue to 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.	Continue to provide indirect cost incentives to support DEI related research.	Complete	●	
Taubman College of Architecture	Provide financial and administrative support for DEI related research.	Continue to reduce course buyout for DEI related research.	Not Started	●	
Taubman College of Architecture	Provide financial and administrative support for DEI related research.	Continue to provide financial support to MCubed as a way to support interdisciplinary DEI research.		●	
Taubman College of Architecture	Provide technical assistant and development for researchers.	Continue to review each grant proposal to support research.	Complete	●	
Taubman College of Architecture	Provide technical assistant and development for researchers.	Continue to offer research training seminars 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.	Continue to provided one-on- one coaching for tenure track faculty and on an as requested.	Complete	●	
Taubman College of Architecture	Provide technical assistant and development for researchers.	Continue to support faculty in teaching courses that align with their line of research.	Complete	●	
Taubman College of Architecture	Provide technical assistant and development for researchers.	Continue to support faculty in identifying broader funding sources.	Complete	●	
Taubman College of Architecture	Provide technical assistant and development for researchers.	Continue to develop strong relationships with foundations and the UM Office of Foundation Relations, Business Center and Government Relations Office to expand access for DEI related research.	Complete	●	
Taubman College of Architecture	Provide technical assistant and development for researchers.	Explore supporting tenure- track faculty career advancement with emphasizes on research and creative practice.	Complete	●	
Taubman College of Architecture	Align research projects with DEI efforts.	Continue to participate and provide leadership to the Urban Collaboratory.	Complete	●	
Taubman College of Architecture	Align research projects with DEI efforts.	Continue to participate in the Poverty Solutions research initiative.	Complete	●	
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.	Complete	●	
Taubman College of Architecture	Provide Taubman Diversity Grants for Students, Faculty, and Staff.	Continue to 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.	Complete	●	
Taubman College of Architecture	Recognition of students, faculty, staff and alumni who are working towards advancing DEI.	Continue and expand the "I Am Taubman College" Campaign.	Complete	●	

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Taubman College of Architecture	Recognition of students, faculty, staff and alumni who are working towards advancing DEI.	Continue participation in the North Campus Deans MLK Spirit Awards Celebration and target nomination and participation process.	Complete	●	
Taubman College of Architecture	Recognition of students, faculty, staff and alumni who are working towards advancing DEI.	Recognize staff who are not direct Taubman College employees.	Complete	●	
Taubman College of Architecture	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.	Complete	●	
Taubman College of Architecture	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.	Develop awareness trainings and spaces focused on preventing sexual misconduct.	In Progress	●	Halfway Complete
Taubman College of Architecture	Implement Cultural Training Strategies for Students, Faculty and Staff.	Continue cultural competency training.	Complete	●	
Taubman College of Architecture	Continue implementation of transparency in DEI policies and practices.	Continue to hold DEI orientation as part of student, faculty, and staff professional development.	Complete	●	
Taubman College of Architecture	Continue implementation of transparency in DEI policies and practices.	Continue to hold Transparency Meetings.	Complete	●	
Taubman College of Architecture	Continue implementation of transparency in DEI policies and practices.	Continue to distribute 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.	In Progress	●	Halfway Complete
Taubman College of Architecture	Continue implementation of transparency in DEI policies and practices.	Continue to distribute organizational/decision- making and staffing chart.	In Progress	●	Almost Complete
Taubman College of Architecture	Continue implementation of transparency in DEI policies and practices.	Restructured DEI Committee to include DEI Plan accountable parties and members of the leadership team.	Complete	●	
Taubman College of Architecture	Allocate designated college DEI budget.	DEI staff continue to 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.	In Progress	●	Just 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 continue to be part of faculty/college 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.	Complete	●	
Taubman College of Architecture	Evaluate parental needs policies and practices.	Support students, faculty, and staff financial when participating in extracurricular/mandatory events as needed.	Complete	●	
Taubman College of Architecture	Build a sense of Community.	Develop phonetic name pilot.	Complete	●	
Taubman College of Architecture	Build a sense of Community.	Pilot the Positive Organizational Champions program.	In Progress	●	Halfway Complete
Taubman College of Architecture	Build a sense of Community.	Create a welcoming and inclusive atmosphere.	Complete	●	
Taubman College of Architecture	Develop a process of recognition of students who are working towards advancing DEI.	Establish an Inaugural "James Chaffers" Intellectual Diversity Award for Student Work.		●	








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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Taubman College of Architecture	Create process for student input/ engagement/ advising on DEI efforts.	Establish Taubman College Student Council.	Complete	●	
Taubman College of Architecture	Create process for student input/ engagement/ advising on DEI efforts.	Students continue to 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	Increase financial transparency.	The college budget is shared with the entire college community.	Complete	●	
Taubman College of Architecture	Increase financial transparency.	Students understand the total costs of attending Taubman College, including out-of- pocket costs.	Not Started	●	
Taubman College of Architecture	Website is accessible and highlights DEI prominently.	Finish to update Taubman College website.	In Progress	●	Almost Complete
Taubman College of Architecture	Develop comprehensive cultural competency event planning protocol.	Continue to incorporate DEI practices in events/conferences.	Complete	●	
Taubman College of Architecture	Develop comprehensive cultural competency event planning protocol.	Continue to closed caption of all videos.	In Progress	●	Halfway Complete
Taubman College of Architecture	Incorporate a DEI lens into all mass audience communications.	Mass audience communications and publications present an inclusive and diverse view of the college.	Complete	●	
Taubman College of Architecture	Improve emergency management practices and procedures.	Develop Art + Architecture Building Incident Response Team.	Not Started	●	
Taubman College of Architecture	Career and Professional Development practices have a DEI lens.	Update career and professional development strategic/business plan.	Complete	●	
Taubman College of Architecture	Career and Professional Development practices have a DEI lens.	Career support programming for international students is implemented in the early part of the academic year.	Complete	●	
Taubman College of Architecture	Career and Professional Development practices have a DEI lens.	Continue implementing career panel programming.	Complete	●	
Taubman College of Architecture	Career and Professional Development practices have a DEI lens.	Continue to participate in UM Career Services Network IDEA (inclusion, diversity, equity and accessibility) subcommittee.	Complete	●	
Taubman College of Architecture	Improve Media Center transparency and access to products and services.	Media Center prices are transparent.	Complete	●	
Taubman College of Architecture	Improve Media Center transparency and access to products and services.	Explore ways for students to use financial aid awards to cover costs of printing and materials.	Complete	●	
Audit Services	Promote equity in hiring and staff training.	Review and consistently apply the process for requesting and approval of professional training opportunities.	In Progress	●	Halfway Complete
Audit Services	Promote equity in hiring and staff training.	Clearly define job position responsibilities and outline the requirements for promotion.	In Progress	●	Almost Complete
Audit Services	Promote equity in hiring and staff training.	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	Promote equity in hiring and staff training.	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 discuss value added work done by auditors.	Complete	●	

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Audit Services	Promote equity in hiring and staff training.	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: Discuss changes effected by audit findings that have a positive influence on the university.	Complete	●	
Audit Services	Promote equity in hiring and staff training.	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: Openly share recognition by audit clients in response to audit and committee work.	Complete	●	
Audit Services	Promote equity in hiring and staff training.	The Executive Director will send weekly emails recognizing individual and team achievements.	Complete	●	
Audit Services	Equity in work load.	Review departmental policies and clarify the essential requirements and define methods to foster consistent enforcement.	Complete	●	
Audit Services	Equity in work load.	Use the information gathered in the department professional skills assessment for individual development plans, team events, and Lunch and Learns presentations.	Complete	●	
Audit Services	Equity in work load.	Review and consistently apply the requirements and approval process for work from home days.	Complete	●	
Audit Services	Equity in work load.	Establish and implement a work from home pilot program.	Complete	●	
Audit Services	Improved awareness of reasons for inclusion through training and learning opportunities for Audit Services personnel.	Work with University Human Resources and the Advance Center to clarify and improve annual review and feedback processes.	Complete	●	
Audit Services	Improved awareness of reasons for inclusion through training and learning opportunities for Audit Services personnel.	Offer a Difficult Conversations class.	In Progress	●	Halfway Complete
Audit Services	Improved awareness of reasons for inclusion through training and learning opportunities for Audit Services personnel.	Plan departmental events to promote comradery.	Complete	●	
Audit Services	Improved awareness of reasons for inclusion through training and learning opportunities for Audit Services personnel.	Reinforce ways of reporting misconduct other than the Hotline and reinforce message with periodic emails to the department.	Complete	●	
Audit Services	Improved awareness of reasons for inclusion through training and learning opportunities for Audit Services personnel.	Schedule Staff Ombudsperson as a speaker at a team meeting.	In Progress	●	
Audit Services	Improve cultural sensitivity demonstrated by auditors and audit management.	Completion of required sexual harassment training by all Audit Services team members. Discuss relevance of training to audit work at team meetings.	Complete	●	
Audit Services	Improve cultural sensitivity demonstrated by auditors and audit management.	Schedule monthly 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 monthly presentations at team meetings from other university units to learn more about the university and how Audit Services 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	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 sexual harassment training.	Complete	●	
Audit Services	Enhance relationships with the constituencies with whom Audit Services interacts.	Use the new report formats to simplify reporting and encourage audit client input.	Complete	●	

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Audit Services	Enhance relationships with the constituencies with whom Audit Services interacts.	Schedule Audit Services open house to introduce audit clients to the new department name and offices.	Complete		
Audit Services	Enhance relationships with the constituencies with whom Audit Services interacts.	Review and implement departmental process suggestions from Huron Consulting report.	Complete		
Audit Services	Sustain accessibility of physical office resources. Continue to implement changes from the accessibility analysis to the SPG site to make it more ADA compliant. Review the Audit Services web site for content and provide image captions. Use the new report formats to simplify reporting and encourage audit client input.	Continue upgrade to the SPG web site and complete creation of image captions.	Complete		
Audit Services	Sustain accessibility of physical office resources. Continue to implement changes from the accessibility analysis to the SPG site to make it more ADA compliant. Review the Audit Services web site for content and provide image captions. Use the new report formats to simplify reporting and encourage audit client input.	Complete outlining SPG organization charts to provide a text only alternative to images.	Complete		
Audit Services	Sustain accessibility of physical office resources. Continue to implement changes from the accessibility analysis to the SPG site to make it more ADA compliant. Review the Audit Services web site for content and provide image captions. Use the new report formats to simplify reporting and encourage audit client input.	Explore options to improve content and accessibility of Audit Services' web site.	In Progress		Halfway Complete
University Library	Refine a recruitment process to attract and hire critical talent from diverse applicant 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.	In Progress		Almost Complete
University Library	Refine a recruitment process to attract and hire critical talent from diverse applicant pools.	Library Human Resources (LHR) will work with Hiring Managers to create an inclusive search process.	In Progress		Halfway Complete
University Library	Refine a recruitment process to attract and hire critical talent from diverse applicant pools.	Search Committees will learn to create candidate centered processes.	Complete		
University Library	Assess the working climate and culture of the library, implement strategies to identify and build upon strengths and take opportunities to improve the workplace environment and positively impact retention.	Library Diversity Council, Library HR and others will identify specific areas of feedback gathered in the open forum on equity and determine appropriate follow up.	Not Started		
University Library	Assess the working climate and culture of the library, implement strategies to identify and build upon strengths and take opportunities to improve the workplace environment and positively impact retention.	The DEI Lead along with Staff Forum and Librarian's Forum, will follow up on Climate Survey issues.	In Progress		Halfway Complete
University Library	Assess the working climate and culture of the library, implement strategies to identify and build upon strengths and take opportunities to improve the workplace environment and positively impact retention.	The library will systematically replace the 2018 version of performance evaluation with a newly defined annual individual planning process.	Complete		
University Library	Assess the working climate and culture of the library, implement strategies to identify and build upon strengths and take opportunities to improve the workplace environment and positively impact retention.	Deans' Office managers will embrace organizational culture and climate as a key focus area for AY20.	In Progress		Somewhat Complete
















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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
University Library	Create and implement ways to support our diverse group of library student employees in their overall success.	Create an on-going database of student employees who desire to engage with the library in leadership development ways. Use this database to recruit student employees into focus groups, committees and think tanks - with pay.	In Progress		Almost Complete
University Library	Create and implement ways to support our diverse group of library student employees in their overall success.	The student employee task force will become a standing library committee with charges from and accountability to library leadership.	Complete		
University Library	Create and implement ways to support our diverse group of library student employees in their overall success.	Invite students to participate in internal professional development opportunities - with pay.	Complete		
University Library	Support library staff in developing and enhancing intercultural competencies.	Diversity Council will develop and launch the 2nd theme for the intercultural competency series and will host a day of development around this theme.	In Progress		
University Library	Support library staff in developing and enhancing intercultural competencies.	Efforts to build intercultural competencies will be encouraged, empowered and recognized.	Complete		
University Library	Support library staff in developing and enhancing intercultural competencies.	Staff lounges in libraries will be supplied with DEIA related reading and/or a rotating display of DEIA support services and opportunities.	In Progress		Somewhat Complete
University Library	Educate our community on sexual harassment and misconduct in an effort to promote a safe and supportive environment for all members to work, learn, and thrive.	Take steps to promote the training through a variety of communication methods including new hire orientation.	In Progress		Almost Complete
University Library	Actively encourage, support and promote research and scholarship in areas related to diversity.	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.	The library in collaboration with the National Center for Institutional Diversity will develop a data management toolkit that incorporates DEIA principles.	In Progress		Halfway Complete
University Library	Actively encourage, support and promote research and scholarship in areas related to diversity.	The library in collaboration with the National Center for Institutional Diversity will develop a publishing imprint in collaboration with NCID, hosted on Fulcrum.	Complete		
University Library	Actively encourage, support and promote research and scholarship in areas related to diversity.	Key DEIA focused books will be identified and collected as a set of books that can be checked out of the library to support a DEIA book club reading. A discussion guide will also be provided.	In Progress		Almost Complete
University Library	Actively encourage, support and promote research and scholarship in areas related to diversity.	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	Create and cultivate inclusive learning environments that accelerate self-agency through outreach, programs, events and services responsive to learner, researcher, and scholar needs.	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	Create and cultivate inclusive learning environments that accelerate self-agency through outreach, programs, events and services responsive to learner, researcher, and scholar needs.	Explore the concept of "scholarship as conversation" and implement strategies into teaching pedagogy as appropriate.	In Progress		Almost Complete
University Library	Advocate for accessibility in collections.	We believe it is our responsibility to close the gap between what vendors provide and what our users need in terms of accessibility.			
University Library	Advocate for accessibility in collections.	M-Publishing will ramp up producing accessible publications, implementing accessible systems, and effecting change among peers and partners by maintaining a high standard of accessibility.	In Progress		Halfway Complete

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
University Library	Ensure that library spaces, services, programs and collections are inclusive and welcoming for all users.	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.	Develop and communicate a template and standard for adding a DEIA statement to library project plans.	In Progress		Just Started
University Library	Evolve our "safe spaces" into "brave spaces".	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		Almost Complete
University Library	Incorporate accessible technology into library spaces and programs.	Provide digital accessibility evaluations and consultations to procure, develop and improve hardware and software.	Complete		
University Library	Incorporate accessible technology into library spaces and programs.	Improve key partnerships between the Digital Accessibility Team and Library and campus accessibility leaders to embed digital accessibility practices within Library services, collections and products.	Complete		
University Library	Enhance user-centered customer service strategies.	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 in the professions of librarianship and publishing.	Library employees will be encouraged, empowered and recognized for innovative and transformational efforts in advancing DEIA ideals and values.	Complete		
University Library	Demonstrate our leadership on DEIA both on campus and in the professions of librarianship and publishing.	DEIA practitioners will be identified across the library. Opportunities will be created to bring this group together to determine how they can support each other's efforts and amplify the impact of DEIA work in the library.	Complete		
University Library	Develop pathways for conflict resolution in the way we serve each other and in the way we serve our 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.	The safe space dialogue program will be updated and revised to be more active in AY20.	In Progress		Just Started
University Library	Develop pathways for conflict resolution in the way we serve each other and in the way we serve our user groups.	Change it Up! Bystander training programming will be modified to fit the library community and offered as team focused discussions.	Complete		
University Library	Develop pathways for conflict resolution in the way we serve each other and in the way we serve our user groups.	Information on internal and UM processes for reporting incidents of harassment or discrimination of any kind will be shared with all library staff. We will utilize internal communication systems to reach all library staff.	Complete		
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.	Complete planning phase for pilot of an inclusive, paid internship program.	Complete		
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.	Assessment and development of mentoring capacity for supervising staff.	In Progress		Just Started
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.	Further research into compensation for advisory student members.	In Progress		Somewhat Complete
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.	Identify donors, grants, and other resources to raise funds to support the program.	Complete		
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.	Complete the first phase of planning to re-envision Student Engagement Council (SEC).	In Progress		Halfway Complete






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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Museum of Art	Create an equitable and inclusive working environment at the Museum that has a staff rich in diverse experiences, knowledge, and skills.	Continue to assess, evaluate, and adopt new practices and resources to achieve broader recruitment for a more diverse and inclusive staff.	Complete		
Museum of Art	Create an equitable and inclusive working environment at the Museum that has a staff rich in diverse experiences, knowledge, and skills.	Establish a process for current staff retention and professional development that includes DEI training and learning opportunities to enable UMMA staff to create an inclusive organization for staff and visitors and integrate DEI into their everyday work.	In Progress		Just Started
Museum of Art	Create an equitable and inclusive working environment at the Museum that has a staff rich in diverse experiences, knowledge, and skills.	Ensure broad ownership of DEI plan and work by distributing stewardship of plan among all staff and instituting new monthly DEI-focused All Staff meetings.	Complete		
Museum of Art	Create an equitable and inclusive working environment at the Museum that has a staff rich in diverse experiences, knowledge, and skills.	Develop a more inclusive onboarding process for all regular, temporary, full and part- time staff.	Complete		
Museum of Art	Create an equitable and inclusive working environment at the Museum that has a staff rich in diverse experiences, knowledge, and skills.	Respond to results of UMMA Staff Climate Survey as needed (conducted in April 2019, report pending).	In Progress		Somewhat Complete
Museum of Art	Increase UMMA's impact on scholarship to promote awareness of under-represented artists, scholars, and curators.	Develop exhibitions and exhibitions-related scholarly publications that support academic research into themes/issues related to diversity, equity, inclusion, accessibility, and/or social justice.	Complete		
Museum of Art	Increase UMMA's impact on scholarship to promote awareness of under-represented artists, scholars, and curators.	Improve the discoverability of artworks in The Exchange to increase accessibility and use of objects for DEI-focused courses.	In Progress		Somewhat Complete
Museum of Art	Strategically diversify the Museum's collections to promote awareness of under-represented artists, scholars, and curators.	Make progress on establishing clear collecting priorities across areas of the collection, prioritizing work and artists under-represented in UMMA's collection (for example, under-represented artists including women and artists of color and/or subject matter/medium).	In Progress		Somewhat Complete
Museum of Art	Strategically diversify the Museum's collections to promote awareness of under-represented artists, scholars, and curators.	Secure monetary and in-kind contributions to facilitate the acquisition of artworks that strategically diversify the Museum's collections.	Complete		
Museum of Art	Strategically diversify the Museum's collections to promote awareness of under-represented artists, scholars, and curators.	Develop a set of strategies to increase awareness of existing collection and new acquisitions that support the University's goals around DEI and culture change.	Complete		
Museum of Art	Achieve broad ownership of Museum's exhibitions, programs, collections and initiatives by our constituencies.	Identify potential collaborators for pilot.	Complete		
Museum of Art	Achieve broad ownership of Museum's exhibitions, programs, collections and initiatives by our constituencies.	Pilot different strategies to build deeper relationships with collaborators/audience.	Complete		
Museum of Art	Achieve broad ownership of Museum's exhibitions, programs, collections and initiatives by our constituencies.	Integrate responsiveness to current events into education and curatorial planning.	Complete		
Museum of Art	Achieve broad ownership of Museum's exhibitions, programs, collections and initiatives by our constituencies.	Invite University faculty to collaborate with UMMA as co-curators in a gallery space dedicated to the interaction of university learning and UMMA's collection (in planning throughout FY20 with a first installation planned for the Fall 2020 semester).	Complete		
Museum of Art	Create and strengthen the welcoming environment of the Museum for the public, students, and campus.	Continue deployment and analysis of exit intercept and follow-up email survey that gathers feedback on current Museum visitors. Create plan using analyzed data to address found issues.	Complete		
Museum of Art	Create and strengthen the welcoming environment of the Museum for the public, students, and campus.	Find resources for and develop a sustainable evaluation instrument for gathering baseline visitor data.	Complete		

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Museum of Art	Create and strengthen the welcoming environment of the Museum for the public, students, and campus.	Create plan for more integrated visitor experience training for all staff, including security staff.	In Progress		Somewhat Complete
Museum of Art	Create and strengthen the welcoming environment of the Museum for the public, students, and campus.	Create UMMA Magazine content through a lens of diversity, equity, and inclusion.	In Progress		Halfway Complete
Museum of Art	Create and strengthen the welcoming environment of the Museum for the public, students, and campus.	Improve and update signage and wayfinding.	In Progress		Just Started
Museum of Art	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.	Complete		
Museum of Art	Create a program for advisory and volunteer groups to support the Museum's DEI goals.	Reimagine the Museum's Executive Committee with a focus on creating a group with diverse experiences, knowledge, skills and broad campus connections.	Not Started		
Museum of Art	Create a program for advisory and volunteer groups to support the Museum's DEI goals.	Continued DEI training for UMMA's Docent Corps.	In Progress		Somewhat Complete
Museum of Art	Create a program for advisory and volunteer groups to support the Museum's DEI goals.	Participate in learning opportunities about next steps in diversifying Museum boards, including Association of Art Museum Directors Fall Summit.	Complete		
Office of Research	Increase the diversity of UMOR faculty through targeted and aggressive recruitment strategies, while fostering faculty retention programs. As some UMOR units have done, look for opportunities, such as the Provost's Faculty Initiatives Program (PFIP), to secure hires that show a commitment to diversity.	Ensure adherence to current position posting policy to: Require screening of all UMOR job postings to ensure bias-free language, utilizing approved software.			
Office of Research	Increase the diversity of UMOR faculty through targeted and aggressive recruitment strategies, while fostering faculty retention programs. As some UMOR units have done, look for opportunities, such as the Provost's Faculty Initiatives Program (PFIP), to secure hires that show a commitment to diversity.	Share and communicate best talent pool development, hiring and retention practices amongst UMOR units through a resource intranet and town hall trainings.	In Progress		Somewhat Complete
Office of Research	Increase the diversity of UMOR faculty through targeted and aggressive recruitment strategies, while fostering faculty retention programs. As some UMOR units have done, look for opportunities, such as the Provost's Faculty Initiatives Program (PFIP), to secure hires that show a commitment to diversity.	Institute a formal policy requiring all UMOR faculty and senior staff within 12 months to complete the free, 1.5-hour Strategies and Tactics for Recruiting to Improve Diversity and Excellence (STRIDE) training offered by ADVANCE, as well as bias training.	Not Started		
Office of Research	Increase the diversity of UMOR faculty through targeted and aggressive recruitment strategies, while fostering faculty retention programs. As some UMOR units have done, look for opportunities, such as the Provost's Faculty Initiatives Program (PFIP), to secure hires that show a commitment to diversity.	Ensure adherence to current position posting policy to: Require all position postings to be federal affirmative action- and Americans with Disabilities Act- (ADA) compliant.			
Office of Research	Increase the diversity of UMOR faculty through targeted and aggressive recruitment strategies, while fostering faculty retention programs. As some UMOR units have done, look for opportunities, such as the Provost's Faculty Initiatives Program (PFIP), to secure hires that show a commitment to diversity.	Ensure adherence to 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.	Complete		

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School/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. As some UMOR units have done, look for opportunities, such as the Provost's Faculty Initiatives Program (PFIP), to secure hires that show a commitment to diversity.	Ensure adherence to current position posting policy to: Utilize multiple internal and external job posting outlets including resources provided by U-M's Human Resources.	Complete		
Office of Research	Increase the diversity of UMOR faculty through targeted and aggressive recruitment strategies, while fostering faculty retention programs. As some UMOR units have done, look for opportunities, such as the Provost's Faculty Initiatives Program (PFIP), to secure hires that show a commitment to diversity.	Require faculty unit directors consider the diversity of their search committees, and all committee members to complete Diversity in Hiring training prior to serving on or chairing hiring committees.	In Progress		Just Started
Office of Research	Increase the diversity of UMOR faculty through targeted and aggressive recruitment strategies, while fostering faculty retention programs. As some UMOR units have done, look for opportunities, such as the Provost's Faculty Initiatives Program (PFIP), to secure hires that show a commitment to diversity.	Partner with other U-M and UMOR units for recruitment opportunities.	Complete		
Office of Research	Increase the diversity of UMOR faculty through targeted and aggressive recruitment strategies, while fostering faculty retention programs. As some UMOR units have done, look for opportunities, such as the Provost's Faculty Initiatives Program (PFIP), to secure hires that show a commitment to diversity.	Work with University Human Resources to develop family-friendly employment policies.			
Office of Research	Increase the diversity of UMOR faculty through targeted and aggressive recruitment strategies, while fostering faculty retention programs. As some UMOR units have done, look for opportunities, such as the Provost's Faculty Initiatives Program (PFIP), to secure hires that show a commitment to diversity.	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		Somewhat Complete
Office of Research	Increase the diversity of students recruited into UMOR units for internships and part-time positions.	Create a coordinated resource center for UMOR student recruitment opportunities.	Not Started		
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 proposed UMOR recruitment toolkit.	Complete		
Office of Research	Increase the multi-dimensional 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.	Complete		
Office of Research	Increase the multi-dimensional 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 Diversity in Hiring training offered by UMOR within 12 months.	In Progress		Just Started
Office of Research	Increase the multi-dimensional diversity of UMOR staff through targeted and aggressive recruitment strategies while fostering staff retention programs.	Ensure adherence to 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.	Complete		
Office of Research	Increase the multi-dimensional diversity of UMOR staff through targeted and aggressive recruitment strategies while fostering staff retention programs.	Ensure adherence to current position posting policy to: Utilize multiple internal and external job posting outlets including resources provided by U-M's Human Resources.	Complete		

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Office of Research	Increase the multi-dimensional 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. Currently, the Detroit Connector only offers regular service on Thursdays and Fridays with limited service during the weekend.			
Office of Research	Increase the multi-dimensional 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.	Complete		
Office of Research	Increase the multi-dimensional 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.	Complete		
Office of Research	Increase the multi-dimensional 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.	Complete		
Office of Research	Increase the multi-dimensional 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		Somewhat Complete
Office of Research	Strengthen and expand UMOR's educational and training offerings promoting diversity, equity and inclusion.	Creation or identification of training paths or curriculum for increased cultural awareness and understanding of DEI issues in the workplace.	Not Started		
Office of Research	Strengthen and expand UMOR's educational and training 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 (current open rate of 44 percent).	In Progress		Somewhat Complete
Office of Research	Strengthen and expand UMOR's educational and training offerings promoting diversity, equity and inclusion.	Provide all UMOR staff with educational and training opportunities related to conflict resolution.	In Progress		Just Started
Office of Research	Strengthen and expand UMOR's educational and training 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. Both IRWG and the Economic Growth Institute are nationally recognized as academic leaders in these areas and can serve as resources for U-M schools, colleges and units.	Complete		
Office of Research	Strengthen and expand UMOR's educational and training offerings promoting diversity, equity and inclusion.	Develop a formal process for UMOR units currently offering, or interested in offering educational outreach programs, to request support (financial, marketing, etc.).	Not 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.	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 units' websites to ensure language and images reflect diversity. Ensure all websites are ADA-compliant; if not, provide funding to aid units in website upgrades.	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.	Update UMOR marketing materials with the new UMOR mission, vision and values statements.	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.	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. All tools will be reviewed and approved by U-M's Office of the Vice President and General Counsel prior to distribution.	Complete		









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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Office of Research	Foster a workplace culture of inclusivity through events, communication, employee engagement, and staff recognition.	Review data from U-M climate study to assess UMOR staff concerns.	In Progress		Somewhat Complete
Office of Research	Foster a workplace culture of inclusivity through events, communication, employee engagement, and staff recognition.	Implementation of staff-to-staff appreciation program.	In Progress		Halfway Complete
Office of Research	Foster a workplace culture of inclusivity through events, communication, employee engagement, and staff recognition.	Review and update job classifications.	In Progress		Halfway Complete
Office of Research	Foster a workplace culture of inclusivity through events, communication, employee engagement, and staff recognition.	Provide more opportunities for staff development and training.	In Progress		Somewhat Complete
Office of Research	Foster a workplace culture of inclusivity through events, communication, employee engagement, and staff recognition.	Ensure all staff are aware of resources dedicated to conflict resolution.	Complete		
Office of Research	Foster a workplace culture of inclusivity through events, communication, employee engagement, and staff recognition.	Continue to publicize existing University pathways for reporting concerns and encourage students, faculty, and staff to do so.	Complete		
Office of Research	Foster a workplace culture of inclusivity through events, communication, employee engagement, and staff recognition.	Add content to DEI pages of the UMOR site with links to university resources for reporting issues and concerns that require conflict resolution such as OSCR, the Office of the Ombuds, and the Office of Institutional Equity.	Complete		
Office of Research	Raise awareness of UMOR's commitment to DEI.	Establish a committee of DEI contacts in each unit.	Complete		
Office of Research	Raise awareness of UMOR's commitment to DEI.	Develop a DEI communications plan in conjunction with goals/milestones set forth by the U-M Office of Diversity, Equity & Inclusion.	In Progress		Halfway Complete
Office of Research	Raise awareness of UMOR's commitment to DEI.	Update DEI resources webpage for UMOR faculty and staff.	Complete		
Office of Research	Raise awareness of UMOR's commitment to DEI.	Encourage UMOR units to 'sponsor' at least one DEI activity, either as an individual unit, or in collaboration with other UMOR units.	In Progress		Halfway Complete
Office of Research	Raise awareness of UMOR's commitment to DEI.	Work with UMOR Communicators' group to disseminate information from UMOR's DEI strategic plan.	In Progress		Somewhat Complete
Office of Research	Raise awareness of UMOR's commitment to DEI.	Design method to capture anonymous DEI-related feedback (requests/suggestions/concerns) from UMOR staff.	In Progress		Somewhat Complete
Office of Research	All UMOR's training programs will reflect U-M's vision for diversity, equity and inclusion (DEI).	Review Navigate suite of training programs for research training to ensure DEI- and ADA-compliance.	In Progress		Somewhat Complete
Office of Research	All UMOR's training programs will reflect U-M's vision for diversity, equity and inclusion (DEI).	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		Almost 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).	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: Flexible work arrangements.	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: Partial leave.	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: Parental leave.	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: Workplace accommodations.	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.	Complete		

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
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.	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: Sexual harassment.	Complete		
Office of Research	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.	Complete		
Office of Research	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.	Provide information to UMOR units on how to locate additional university educational materials related to sexual harassment and misconduct prevention.	Complete		
Office of Research	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.	Placement of links to University resources related to sexual harassment and misconduct prevention on UMOR DEI web page(s).	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.			
Office of the VP & Secretary of the University	Improve applicant pool diversity for open positions.	Research best practices.	Not Started		
Office of the VP & Secretary of the University	Improve applicant pool diversity for open positions.	Collaborate with central HR.	Not Started		
Office of the VP & 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		
Office of the VP & Secretary of the University	Improve applicant pool diversity for open positions.	Utilize UM Mediation Services, Learning and Professional Development courses and staff assistance programs for conflict resolution, as necessary.	Not Started		
Office of the VP & 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		
Office of the VP & 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		
Office of the VP & 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		
Office of the VP & 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' meetings, and we will continue to advocate for DEI topics to be presented at professional meetings.			

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Office of the VP & 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.			
Office of the VP & 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.			
Office of the VP & 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' meetings, and we will continue to advocate for DEI topics to be presented at professional meetings.	Complete		
Office of the VP & 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.			
Office of the VP & 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.			
Office of the VP & 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' meetings, and we will continue to advocate for DEI topics to be presented at professional meetings.			
Office of the VP & 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		
Office of the VP & 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		
Office of the VP & 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 continues to plan DEI related events for the FY 2019-20 to help enhance diversity and cultural awareness competencies throughout leadership.	In Progress		Halfway Complete

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School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Office of the VP & 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 also plans on sharing DEI related news and resources on the upcoming renovated Fleming building website.	Complete	●	
Office of the VP & Secretary of the University	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.	Complete	●	
Office of the VP & 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	●	
Office of the VP & 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.	Launch the newly renovated Regents' website that ensures compliance with evolving accessibility standards.	Complete	●	
Office of the VP & 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 UM, 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	●	
Office of the VP & 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	●	
Office of the VP & 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	●	
Office of the VP & 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	●	
Office of the VP & Secretary of the University	Support the diverse University community through the VP&S'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	●	