































School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
ADVANCE Program	Expand the use of STRIDE-style Faculty Recruitment Workshops (FRW)	Revise the FRW for fully remote delivery. We are developing an interactive workshop to be delivered over Zoom and using Canvas to provide additional resources to participants.	Complete		
ADVANCE Program	Expand the use of STRIDE-style Faculty Recruitment Workshops (FRW)	Continue to offer workshops (5-8 yearly) to meet demand.	Complete		
ADVANCE Program	Expand the use of STRIDE-style Faculty Recruitment Workshops (FRW)	Update the FRW yearly to include new material, drawing from relevant research and evidence-based practices.	Complete		
ADVANCE Program	Expand the use of STRIDE-style Faculty Recruitment Workshops (FRW)	Continue to work with the health-related schools to adapt the standard FRW to fit aspects of hiring that are unique to some of the schools and colleges.	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).	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 professional development activities (this only becomes feasible when there are more fellows, so hinges on the preceding).	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	Assess changes in hiring demographics campus wide.	Assess rates of hiring and impact of postdoc programs on faculty diversity in recent years. Preparation of a report, and dissemination across campus and on ADVANCE website.	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.	Enhance collaboration of health sciences schools in a modified version of Launch.	Complete		
ADVANCE Program	Expand the new Faculty Launch Program.	Assess improvement in mentoring capacity beyond committees themselves.	Not Started		
ADVANCE Program	Increase support after departmental climate assessments.	Offer post-assessment support to units including: good practices document, consultation with ADVANCE leadership and/or outside experts, information and resources from the RISE committee.	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		Somewhat Complete
ADVANCE Program	Design additional interventions addressing climate issues and evaluation of faculty.	Our new RISE Committee focuses on workplace climate. We will offer our new interactive workshop and develop and share resources.	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, our collaboration with the CRLT Players, and collaborations with schools and colleges.	Complete		
ADVANCE Program	Support a positive climate and professional development, including DEI skill development, for ADVANCE staff.	Continue regular meetings, celebrations and opportunities for social and other interactions among all staff.	Complete		
ADVANCE Program	Support a positive climate and professional development, including DEI skill development, for ADVANCE staff.	Assess staff morale as appropriate. In addition we will have for the first time a dedicated HR staff member (part-time), starting in August 2020, who will be a resource.	Complete		

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ADVANCE Program	Support a positive climate and professional development, including DEI skill development, for ADVANCE staff.	Continue offering opportunities for staff development.	Complete		
ADVANCE Program	Support a positive climate and professional development, including DEI skill development, for ADVANCE staff.	Support staff during covid-related challenges.	Complete		
ADVANCE Program	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.	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”).	Complete		
ADVANCE Program	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.	Develop and socialize unite-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		Halfway Complete
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.	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		Halfway 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.	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		
ADVANCE Program	Continue to identify unmet faculty development needs.	Identify faculty needs particular to the pandemic, and work (likely in collaboration) to address them.	Complete		
Academic Innovation	Create opportunities for AI staff to contribute expertise and skills to the growth of the Southeast Michigan community.	Create regular opportunities for AI staff, as a whole or in small groups, to volunteer with local non-profits.	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.	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.	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 to mentors and supervisors of student staff to further their development as equitable and inclusive managers.	Complete		













School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
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		Halfway 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.	The DEI Steering 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.	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.	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 microaggressions and bias in hiring and reflect on potential updates. Share updated 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.	Post every position on at least one job board serving the needs of prospective employees from underrepresented communities.	Complete		


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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	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 the language used in our job postings, using TapRecruit, to make sure the postings are welcoming and explicitly state that we welcome applications from individuals who are part of groups historically underrepresented in higher education.	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	Develop an anti-racist framework for academic innovation.	Convene a working group of CAI staff interested in pursuing the development of this framework.	Not Started		
Academic Innovation	Develop an anti-racist framework for academic innovation.	Conduct a literature review of anti-racist innovation and anti-racist pedagogies.	In Progress		Somewhat Complete
Academic Innovation	Develop an anti-racist framework for academic innovation.	Connect with colleagues at peer institutions to get feedback and insights while drafting the framework.	In Progress		Halfway Complete
Academic Innovation	Diversify the community of scholars and practitioners who innovate with CAI.	Conduct informal interviews with units on campus that provide support to faculty with diverse perspectives or that seek to promote greater diversity in the academy (e.g. NCID, CEW+, ADVANCE) to better understand the needs of faculty from marginalized groups.	In Progress		Halfway Complete
Academic Innovation	Diversify the community of scholars and practitioners who innovate with CAI.	Evaluate the internal policies around incentivizing and compensating faculty work with CAI to identify where we might be inadvertently privileging faculty from majority/privileged groups.	In Progress		Halfway Complete
Academic Innovation	Diversify the community of scholars and practitioners who innovate with CAI.	Make sure all CAI calls for proposals are promoted to faculty in cultural/ethnic studies departments and to units that seek to promote greater diversity in academia, including with respect to faculty from marginalized groups.	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, CEO, and others to concrete projects.	In Progress		Halfway 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 DEI focused Academic Innovation Fund.	In Progress		Almost 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.	Convene a working group of CAI staff to explore where we might be inadvertently perpetuating white supremacy-related concepts in the projects we work on and in the ways we do our work.	In Progress		Just Started
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	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		











School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
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		Halfway 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	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.	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").	Complete		
Academic Innovation	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.	Develop and socialize unite-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.			
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.	Actively recruit speakers with diverse perspectives by partnering with NCID, CEW+, and faculty from cultural/ethnic studies programs for all of our events.			
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.			
Athletics	Engage and support student-athletes, coaches, and staff in social justice and anti-racism efforts.	Provide educational resources and engage the athletics community in safe and brave dialogue surrounding current social and racial justice issues.	Complete		
Athletics	Engage and support student-athletes, coaches, and staff in social justice and anti-racism efforts.	Support student-athlete-led social and racial justice initiatives and/or team activism.	Complete		
Athletics	Engage and support student-athletes, coaches, and staff in social justice and anti-racism efforts.				
Athletics	Engage, empower and excite student-athletes about the 2020 election.	In conjunction with NCAA legislation (announced September 16, 2020), introduce departmental policy prohibiting countable athletically related activities annually on Election Day.	Complete		
Athletics	Engage, empower and excite student-athletes about the 2020 election.	Create committee of student-athlete leaders to address needs and inform the direction of activities and engagement opportunities.	Complete		
Athletics	Engage, empower and excite student-athletes about the 2020 election.	Recruit and leverage external (Secretary of State office, Ross Initiative in Sports for Equality (RISE), Big Ten Conference) and internal campus partners (Turn Up Turn Out, Ginsberg Center) to support the mission of the initiative.	Complete		
Athletics	Engage, empower and excite student-athletes about the 2020 election.	Assist eligible student-athletes with voter and absentee registration, and provide opportunities to work or volunteer on election day.	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 and discuss with Leadership and Head Coaches.	Complete		















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Athletics	Increase the percentage of women and underrepresented minorities in full-time athletics positions year over year.	Partner with HR on Staff Development program to increase opportunities and limit barriers for advancement.	Not Started		
Athletics	Increase the percentage of women and underrepresented minorities in full-time athletics positions year over year.	Launch employee resource group (ERG) with a mission to engage and support women on staff.	Complete		
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 with Coaches.	Complete		
Athletics	Increase the percentage of underrepresented minority student-athletes year over year.	Continue to evaluate student-athlete recruiting and retention practices.	In Progress		Almost Complete
Athletics	Increase the percentage of underrepresented minority student-athletes year over year.	Continue to present year-over-year student-athlete demographic data to coaching staffs.	Complete		
Athletics	Increase the percentage of underrepresented minority student-athletes year over year.	Continue to assess feasibility of obtaining reports that disclose demographic data of recruits.	Complete		
Athletics	Increase the percentage of underrepresented minority student-athletes year over year.	Continue to engage Sport Administration in assessing the methodology and effectiveness of student-athlete exit interview process.	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.	Incorporate the theme of "Creating a Culture of Respect" into internal and external facing electronic communications.	In Progress		Somewhat Complete
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.			
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 to gather feedback from staff regarding the definition of respect.	Complete		
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.	Complete		
Athletics	Increase awareness of strategic plan, initiatives, and events to educate Athletics constituents about DEI and better support our diverse community.	Continue to 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.	Continue to work with HR, leadership team, and supervisors to include DEI presentation in onboarding sessions for new hires.	In Progress		Halfway Complete
Athletics	Increase awareness of strategic plan, initiatives, and events to educate Athletics constituents about DEI and better support our diverse community.	Continue to 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.	Not Started		
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.	Not Started		
Athletics	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.	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").	Complete		
Athletics	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.	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.	Complete		



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Athletics	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.	Work with HR, Leadership Team, and Sport Administration to clarify methods of conflict resolution for staff and student-athletes.	Not Started		
Athletics	Increase feelings of belongingness and value within the Athletics community by breaking down silos and building a stronger sense of community.	Continue to offer staff pairing networking opportunity.	Complete		
Athletics	Increase feelings of belongingness and value within the Athletics community by breaking down silos and building a stronger sense of community.	Survey staff to determine interests and identify opportunities for engagement.	Complete		
Athletics	Increase feelings of belongingness and value within the 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.	Complete		
Athletics	Increase feelings of belongingness and value within the Athletics community by breaking down silos and building a stronger sense of community.	Continue to offer suggestions to make department meetings more inclusive, comfortable, and active.	Complete		
Athletics	Increase feelings of belongingness and value within the 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 including student-athlete liaisons from Student-Athlete Advisory Committee (SAAC) and other affinity groups in committee decision making while providing support and sharing information.	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.			
Athletics	Celebrate diversity and inclusion.	Establish a staff and student-athlete planning group for annual MLK symposium.	Complete		
Athletics	Continue to identify the areas within our facilities that are not ADA compliant and brainstorm ideas to create more inclusive spaces.	Continue to 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.	Consider recommendations for workplace flexibility opportunities for staff; develop implementation plan.	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. On-the-job development opportunities for staff will be explored and implemented.	In Progress		Halfway Complete
Business & Finance	Enhance career path development and advancement opportunities.	B&F will continue to evaluate and refine succession planning practices, generally and with key positions.	In Progress		Just Started
Business & Finance	Cultivate an inclusive and diverse applicant pool and attract and maintain a diverse staff.	Investigate talent acquisition and talent management practices and consider changes to the process that may better support B&F's commitment to a diverse workforce. Continue to provide Unconscious Bias-Hiring & Selection training to new B&F hiring managers and hiring committees for leadership positions.	In Progress		Just Started
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.	In Progress		Halfway 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, with a potential emphasis on remote workers.	In Progress		Almost 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.	In Progress		Almost 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?"	Complete		
Business & Finance	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.	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").	Complete		
Business & Finance	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.	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		Almost 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.	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.	In Progress		Almost 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, unlawful bias, discrimination, bullying.	Complete		
Bentley Historical Library	Progress towards achieving a more diverse staff.	Continue to build out inclusive hiring policies.	In Progress		Somewhat Complete

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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 through enhanced communication between staff, student employees, volunteers and Bentley leadership including director, associate director, two assistant directors, and business administrator.	Ongoing communication to staff of leadership principles and strategies for conflict resolution.	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.	Advising of project archivists, including on the development of a program to organize and host a virtual meeting for all staff with a leader in the archival profession.	Complete		
Bentley Historical Library	Enhance the undergraduate learning experience in the archives.	Apply findings and ongoing activities derived from the Third Century Initiative: Engaging the Archives.	In Progress		Somewhat Complete
Bentley Historical Library	Enhance access through uncovering hidden collections.	Archivists to continue a survey of existing finding aids and catalog descriptions by adapting methodologies deployed at Yale's Manuscripts and Archives.	In Progress		Somewhat Complete
Bentley Historical Library	Continue to create more welcoming public spaces for students learning and researching at the Bentley.	Finish the installation of photographs that reflect student interests and demonstrates that students belong at the Bentley.	Complete		
Bentley Historical Library	Continue to create more inclusive, virtual classroom environments.	Continue to send material about accessibility to faculty and explore other ways to inform instructions and students about inclusion through the Bentley's collections and services.	In Progress		Somewhat Complete
Bentley Historical Library	Continue to create more inclusive, virtual classroom environments.	Develop, in consultation with CRLT, a post-class assessment tool that helps to measure sense of inclusion in the virtual classroom.	Complete		
Bentley Historical Library	Continue to create more inclusive, virtual classroom environments.	Bring together related institutions on campus to engage in collaboration around inclusive teaching practices involving libraries, archives, and special collections.	Complete		
Bentley Historical Library	Collaborate with curators and faculty experts on the history of American imperialism in the Philippines to develop a 5 x 5 Humanities Collaboratory proposal to review access policies, with community engagement, to all Dean Worcester collections on campus.	Develop and submit a 5 x 5 Humanities Collaboratory proposal.	Complete		
Bentley Historical Library	Organize public events to celebrate new collections and the production of new knowledge relating to the history of Diversity, Equity, & Inclusion at the University of Michigan.	Organize a virtual public event in September 2020 to celebrate the publication by Professor Andrei Markovits and Kenneth Garner of "The Boundaries of Pluralism: The World of the University of Michigan's Jewish Students from 1897 to 1945."	Complete		
Bentley Historical Library	Organize public events to celebrate new collections and the production of new knowledge relating to the history of Diversity, Equity, & Inclusion at the University of Michigan.	Organize a virtual public event in September 2020, together with UM School of Music, Theatre, & Dance, to celebrate the career and archival collection of Professor Emeritus Willis Patterson.	Complete		
Bentley Historical Library	Enhance overall visual cues of displays to promote a sense of equity and inclusion at the Bentley for all visitors and employees, even within the limitations of social distancing due to COVID-19.	The installation of new visual displays in public and work spaces will become possible after reentry following remote work due to COVID-19.	Complete		
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	Enhance internal staff dynamics as they pertain to promoting an equitable and inclusive staff climate.	Implement recommendations based on staff discussion of "Ask A Manager."	In Progress		Somewhat Complete














School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Bentley Historical Library	Enhanced onsite and online 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 campus virtual meetings and at professional virtual conference sessions on accessibility.	In Progress		Somewhat Complete
Bentley Historical Library	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.	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
Bentley Historical Library	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.	Develop and socialize unite-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.	Not Started		
Bentley Historical Library	Enhance records management and archival administration of the university's essential, historical records in order both to enable and enrich historical research by scholars, students, and the general public and to ensure access to the university's history of commitments and decision making for current and future administrators by operationalizing a records management program.	Continue to operationalize records management program administered by the Bentley Historical Library.	In Progress		Somewhat Complete
Bentley Historical Library	Sustain the success of the University of Michigan Bicentennial of 2017.	Ongoing support to units preparing and updating their histories, support to all programs and courses, and launch of online access to historical records.	In Progress		Somewhat Complete
Center for the Education of Women	CEW+ will Identify gaps in data across the organization that allow us to track the cross-campus impact of CEW+ co-sponsorships, scholarships, fellowships and other financial support. Incorporate processes across the office to gather data about campus impact on students, staff and faculty. Develop reports that can be shared with Deans, Directors and U-M Leadership regarding CEW+'s impact on campus.	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		Almost Complete
Center for the Education of Women	CEW+ will Identify gaps in data across the organization that allow us to track the cross-campus impact of CEW+ co-sponsorships, scholarships, fellowships and other financial support. Incorporate processes across the office to gather data about campus impact on students, staff and faculty. Develop reports that can be shared with Deans, Directors and U-M Leadership regarding CEW+'s impact on campus.	CEW+ will identify challenges that students with caregiver responsibilities face and work with university leadership to implement changes to improve student success.	In Progress		Almost Complete
Center for the Education of Women	CEW+ will Identify gaps in data across the organization that allow us to track the cross-campus impact of CEW+ co-sponsorships, scholarships, fellowships and other financial support. Incorporate processes across the office to gather data about campus impact on students, staff and faculty. Develop reports that can be shared with Deans, Directors and U-M Leadership regarding CEW+'s impact on campus.	Refine the Academic Coaching Program to reach an increased number of students with caregiver responsibilities by partnering with Rackham Graduate School.	Complete		
Center for the Education of Women	Promote career development of WOCAP members.	Assess WOCAP need for full-day Write-Ins/Writing Retreats.	Complete		
Center for the Education of Women	Promote career development of WOCAP members.	Convene a writing support subcommittee by the end of August 2020.	Complete		














School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Center for the Education of Women	Promote career development of WOCAP members.	Confirm a virtual full-day writing retreat in the Fall semester or in either the Winter, or Spring/ Summer with U-M partners by the end of September 2020.	Complete		
Center for the Education of Women	Promote career development of WOCAP members.	Assess prior leadership development activities and new initiatives requested by WOCAP members.	Complete		
Center for the Education of Women	Promote career development of WOCAP members.	Convene Leadership workshop subcommittee to plan and implement one leadership development workshop in collaboration with U-M partners per academic year.	In Progress		Halfway Complete
Center for the Education of Women	Promote career development of WOCAP members.	Create a marketing plan (including a WOCAP announcement template) to communicate activities and events to members.	Complete		
Center for the Education of Women	Build community among WOCAP members.	Re-introduce town hall style-community conversations into biannual dinners mid-Fall and mid-Winter to share WOCAP updates and solicit engagement in subcommittees.	Complete		
Center for the Education of Women	Build community among WOCAP members.	Engage WOCAP subcommittee in late summer to plan fall welcome dinner/community conversation based on Fall 2019 community feedback, viewing of "Through My Lens" film curated in 1992 (postponed 25th anniversary activity proposed for Winter 2020).	In Progress		Just Started
Center for the Education of Women	Build community among WOCAP members.	Late August, consult with CEW+ communication team regarding updating the WOCAP webpage to highlight revised project goals and new subcommittee participation and new research project.	In Progress		Just Started
Center for the Education of Women	Build community among WOCAP members.	Organize spring end-of-year celebration dinner to recognize WOCAP members' year-long accomplishments.	In Progress		Just Started
Center for the Education of Women	Increase usage of CEW+ counseling services, programs and advocacy initiatives by staff members, including WCTF members.	Update CEW+ website as needed to include information about the Coalition and related events.	Complete		
Center for the Education of Women	Increase usage of CEW+ counseling services, programs and advocacy initiatives by staff members, including WCTF members.	Engage with members of the Coalition, VOICES of the Staff and other groups to help CEW+ promote programs in advance.	Complete		
Center for the Education of Women	Increase usage of CEW+ counseling services, programs and advocacy initiatives by staff members, including WCTF members.	CEW+ will continue to collaborate with UHR to develop and pilot an online mini course that includes information about the emerging needs of nontraditional students.	Complete		
Center for the Education of Women	CEW+ and WCTF will increase attendance at its leadership development trainings offered to staff by partnering with the Coalition, University Human Resources, and Michigan Medicine Human Resources.	Coordinate with program partners to collaborate in developing leadership programming for staff at all levels.	Complete		
Center for the Education of Women	CEW+ and WCTF will increase attendance at its leadership development trainings offered to staff by partnering with the Coalition, University Human Resources, and Michigan Medicine Human Resources.	Post leadership development events and workshops on the WCTF Facebook page and on CEW+ Facebook and Twitter pages.	Complete		
Center for the Education of Women	CEW+ and WCTF will increase attendance at its leadership development trainings offered to staff by partnering with the Coalition, University Human Resources, and Michigan Medicine Human Resources.	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.	Complete		

School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
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 videoconferencing technology (Zoom and Google Meet) 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	Strategically expand the frequency of targeted CEW+ communications to stay consistently on the radar of U-M students, faculty, staff and alumni.	Continue to incorporate video conference technology in program and service delivery.	Complete		
Center for the Education of Women	Strategically expand the frequency of targeted CEW+ communications to stay consistently on the radar of U-M students, faculty, staff and alumni.	Submit CEW+ event information to units on campus.	Complete		
Center for the Education of Women	Strategically expand the frequency of targeted CEW+ communications to stay consistently on the radar of U-M students, faculty, staff and alumni.	Continue the regular and consistent development of engaging content showcasing the voices of underrepresented and marginalized communities.	Complete		
Center for the Education of Women	To contribute to U-M's current understanding of the nontraditional student experience across campus and emerging needs of nontraditional students over time.	Create a strategic plan to develop new content for the online COUNTS Toolkit as well as promote the course to the U-M Community.	In Progress		Almost Complete
Center for the Education of Women	To contribute to U-M's current understanding of the nontraditional student experience across campus and emerging needs of nontraditional students over time.	Develop a data model that incorporates qualitative and quantitative data that can be replicated by units.	In Progress		Just Started
Center for the Education of Women	To contribute to U-M's current understanding of the nontraditional student experience across campus and emerging needs of nontraditional students over time.	Explore new avenues, including virtual platforms, to highlight the strengths and skills that nontraditional students bring to the Ann Arbor campus.	Complete		
Center for the Education of Women	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.	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").	Complete		
Center for the Education of Women	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.	Develop and socialize unite-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		Halfway Complete
Center for the Education of Women	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.	Participate in the Cultural Education Advisory Group to define long-term strategies to reduce sexual and gender-based misconduct.	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, via programming open to all, the issues and concerns around the career advancement, redeployment, and transition of WoC staff.	CEW+ Program Management Team will expand its workshop presentations that are designed to support and enhance inclusive work environments, transitions in the workforce, and professional development 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, via programming open to all, the issues and concerns around the career advancement, redeployment, and transition of WoC staff.	WOCAP and WCTF will collaborate to offer joint professional development sessions for staff and faculty including writing groups and leadership trainings (i.e. U-M Organizational Structure, Negotiation, and Managing Departmental Budgets).	Complete		

School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Center for the Education of Women	CEW+ will diversify the CEW+ donor base.	Identify donor motivations for giving to CEW+ and create targeted communications for prospective donors based on data collected.	Complete		
Center for the Education of Women	CEW+ will diversify the CEW+ donor base.	Move to more industry specific or individual interactions for more candid conversations with specific corporate representatives.	Complete		
Center for the Education of Women	CEW+ staff will more deeply engage with issues of diversity, equity, inclusion and anti-racism work. In support of these efforts, CEW+ staff will have access and support to engage with training for conflict resolution and working across differences.	CEW+ Leadership Team will work with DEI Leads to develop an internal strategy to engage in introspection and deeper discussions around DEI.	In Progress		Somewhat Complete
Center for the Education of Women	CEW+ staff will more deeply engage with issues of diversity, equity, inclusion and anti-racism work. In support of these efforts, CEW+ staff will have access and support to engage with training for conflict resolution and working across differences.	Policy will be revised, as needed, in consultation with CEW+ staff and General Counsel's office, to align with U-M policies.	In Progress		Somewhat Complete
Center for the Education of Women	CEW+ staff will more deeply engage with issues of diversity, equity, inclusion and anti-racism work. In support of these efforts, CEW+ staff will have access and support to engage with training for conflict resolution and working across differences.	Staff will have access and be encouraged to engage in introspective activities to set professional development goals.	Complete		
Center for the Education of Women	CEW+ staff will more deeply engage with issues of diversity, equity, inclusion and anti-racism work. In support of these efforts, CEW+ staff will have access and support to engage with training for conflict resolution and working across differences.	Training will be provided to deepen conflict resolution skills across the office with a focus on working effectively across differences.	In Progress		Just Started
Center for the Education of Women	CEW+ staff will more deeply engage with issues of diversity, equity, inclusion and anti-racism work. In support of these efforts, CEW+ staff will have access and support to engage with training for conflict resolution and working across differences.	Engage in ongoing assessment to identify opportunities for greater inclusion in virtual and in-person meetings, and incorporate more inclusive meeting strategies.	In Progress		Just Started
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.	In Progress		Almost Complete
Center for the Education of Women	Improve and increase the sense of belonging and community for nontraditional students at U-M.	Contribute to an improved sense of belonging among nontraditional students through increased awareness of and participation in CEW+ direct services, including counseling, academic coaching, focus groups and study day events.	Complete		
Center for the Education of Women	Improve and increase the sense of belonging and community for nontraditional students at U-M.	Broaden CEW+ programming to utilize staff expertise to support nontraditional student populations.	Complete		
Center for the Education of Women	Raise the visibility and recognition of WOCAP Members.	Continue managing faculty recognition 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.	Work with CEW+ Communication team to update the WOCAP website to reflect revised project goals, new subcommittee participation, and faculty research projects.	In Progress		Almost Complete
Center for the Education of Women	Raise the visibility and recognition of WOCAP Members.	Create a strategy to collect information on WOCAP member accomplishments prior to the Fall and Spring dinners.	Complete		
Center for the Education of Women	Raise the visibility and recognition of WOCAP Members.	Identify WOCAP members to serve on the planning committee to organize the 10-year anniversary of the Shirley Verrett award (i.e. SMTD, Past awardees and Steering Committee).	In Progress		Halfway Complete










School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Center for the Education of Women	Raise the visibility and recognition of WOCAP Members.	WOCAP Steering Committee will meet with selected CEW+ staff to discuss goals of a new research project that highlights the voices and experiences of WOCAP members during the COVID-19 pandemic.	Complete		
Center for the Education of Women	Increase the presence of women of color faculty in leadership positions on campus.	Assess prior leadership workshops or activities and new leadership development activities requested by WOCAP members.	Complete		
Center for the Education of Women	Increase the presence of women of color faculty in leadership positions on campus.	Convene leadership workshop subcommittee to plan and implement one leadership development workshop in collaboration with U-M partners per academic year.	In Progress		Halfway Complete
Center for the Education of Women	Increase the presence of women of color faculty in leadership positions on campus.	WOCAP Coordinator will schedule meetings with the Steering Committee and senior leaders (President, Provost, Vice Provost and Deans) to discuss the state of women of color in academia in September 2020 or October 2020 and January 2021.	In Progress		Somewhat Complete
Center for the Education of Women	Advocate for institutional change on behalf of WOCAP members.	Identify potential program collaborators and hold at least one meeting per term with potential program partners, including strengthening partnerships with ADVANCE, ODEI and IRWG.	In Progress		Somewhat Complete
Center for the Education of Women	Advocate for institutional change on behalf of WOCAP members.	WOCAP Coordinator will schedule meetings with the Steering Committee and senior leaders (President, Provost, Vice Provost and Deans) to discuss the state of women of color in academia in September 2020 or October 2020 or January 2021.	In Progress		Halfway Complete
Center for the Education of Women	Expand staff networking opportunities through the administration of the Coalition and its programming and partnerships with UHR.	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 and partnerships with UHR.	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	Expand staff networking opportunities through the administration of the Coalition and its programming and partnerships with UHR.	Host an annual Juneteenth event with U-M and community partners.	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.	In Progress		Almost 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.	In Progress		Almost 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.	Academic Program Manager will work with the counseling team to create strategies and processes for supporting current coaching participants and alumni of the program.	In Progress		Almost 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.	Administer Academic Coaching Program tailored for students with caregiver responsibilities in partnership with Rackham Graduate School.	In Progress		
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.	Present best practices and assessment from the 2020 Academic Coaching Program to U-M partners during Fall term 2020.	In Progress		Almost 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 including both virtual and in-person events.	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		














School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
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 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.	Setting a FY21 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 recruitment strategies to seek a greater diversity of applicants.	In Progress		Halfway 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		Halfway Complete
Clements Library	Increase diversity representation of permanent and temporary staff.	Continue to consult with peer institutions on recruitment strategies.	In Progress		Halfway Complete
Clements Library	Broaden underrepresented minority representation on our governing boards.	Canvass Clements Library Associates, and University faculty for nominations of candidates with a commitment to DEI.	In Progress		Somewhat Complete
Clements Library	Broaden underrepresented minority representation on our governing boards.	Survey CLA membership on both DEI metrics and climate.	In Progress		Just Started
Clements Library	Broaden underrepresented minority representation on our governing boards.	Review board policies – strategies to identify and pursue nominees for board membership demonstrating a commitment to DEI.	In Progress		Halfway Complete
Clements Library	Broaden underrepresented minority representation on our governing boards.	Begin board development process (working with OUD) to clarify the function of the CLA board.	Not Started		
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.	In Progress		Halfway 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.	In Progress		Halfway Complete
Clements Library	Promote teaching with Clements Library materials related to DEI in class sessions within the University.	One-to-one interactions with targeted faculty members.	In Progress		Halfway 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.	Complete		
Clements Library	Promote onsite research by on- and off-campus scholars into topics related to diversity/underrepresented groups in American History.	Implement the use of Aeon, Library Catalog, and other tools for tracking collection use.	In Progress		Halfway Complete
Clements Library	Promote onsite research by on- and off-campus scholars into topics related to diversity/underrepresented groups in American History.	Record and review process for selecting research fellows based on research topics; track their research topics annually.	In Progress		Halfway Complete
Clements Library	Promote onsite research by on- and off-campus scholars into topics related to diversity/underrepresented groups in American History.	Fill post-doctoral research fellowship in 19th century American diversity history.	In Progress		Almost Complete
Clements Library	Promote onsite research by on- and off-campus scholars into topics related to diversity/underrepresented groups in American History.	Fill three Price Fellowship positions to focus on American diversity history.	Complete		
Clements Library	Promote onsite research by on- and off-campus scholars into topics related to diversity/underrepresented groups in American History.	Create online teaching/resource guides pointing to diversity topics in current library collections.	In Progress		Halfway Complete






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/underrepresented groups in American History.	Fill graduate research fellowship for students from targeted Historically Black Colleges and Universities offering Masters degrees in history and/or African American Studies.	Complete		
Clements Library	Increase access and visibility of Clements Library holdings on topics related to diversity/underrepresented 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 underrepresented or overlooked voices in American history.	Continue tracking acquisitions by DEI topic in accession data.	In Progress		Halfway Complete
Clements Library	Expand holdings in areas related to DEI including race, immigration, sexual orientation and identity, religion, and underrepresented or overlooked voices in American history.	Annual reporting from Clements divisions on accession topics.	In Progress		Halfway Complete
Clements Library	Expand holdings in areas related to DEI including race, immigration, sexual orientation and identity, religion, and underrepresented or overlooked voices in American history.	Explore establishment of a DEI targeted fund for acquisitions.	Not Started		
Clements Library	Expand holdings in areas related to DEI including race, immigration, sexual orientation and identity, religion, and underrepresented or overlooked voices in American history.	Targeted cultivation of potential donors including in-kind.	In Progress		Somewhat Complete
Clements Library	Digital access to research materials related to DEI topics.	Search catalog for predetermined list of DEI keywords and authors.	In Progress		Halfway Complete
Clements Library	Digital access to research materials related to DEI topics.	Scan relevant materials not already present.	In Progress		Somewhat 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.	In Progress		Halfway 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.	In Progress		Somewhat Complete
Clements Library	Digital access to Library research materials related to DEI topics.	Scanning for inclusion in Clements Image Bank.	In Progress		Somewhat 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.	In Progress		Halfway 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.	In Progress		Halfway Complete








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.	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. Should a workplace conflict arise, the staff member should report to their immediate supervisor for resolution. If the conflict is between a staff member and their direct supervisor, then either the staff member or supervisor should report to the Clements Library HR Director. If unresolved within unit, parties involved will be encouraged to make use of U-M resources including the Office of Institutional Equity, Human Resources, HR Mediation Services, and the Faculty and Staff Counseling and Consultation Office. The Clements administration will share this policy at staff meetings and post links to resources visibly in staff areas.	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.	Create communication matrix; DEI resource list for staff use.	In Progress		Somewhat 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 underrepresented groups in the metro Detroit area, staff participation in MLK Day events.	In Progress		Somewhat Complete
Clements Library	Ensure that the physical space, human relations, and overall cultural climate of the library are welcoming to a diverse range of people across all constituencies.	Make visible to visitors and researchers, through ongoing exhibits and displays, materials focused on traditionally under-represented groups in American History and DEI themes.	In Progress		Just Started
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.	In Progress		Halfway 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.	In Progress		Somewhat 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 and gender-based 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.	In Progress		Almost Complete
Clements Library	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.	Staff have been informed about the Sexual Misconduct Reporting and Resources that are available at the University of Michigan.	Complete		
Clements Library	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.	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”).	Complete		
Clements Library	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.	Develop and socialize unite-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		Almost Complete







School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
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	●	Halfway 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.	Instituted new "Contemporary Issues" lecture series designed to draw in constituencies outside of traditional support base.	In Progress	●	Somewhat Complete
Clements Library	Provide closed captioning for online lectures and live events for the hearing impaired.	Closed captioning of previous lecture and event videos using MiVideo.	In Progress	●	Almost 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	●	Almost Complete
College of Engineering	Increase the understanding and application of diversity, equity, and inclusion concepts to build skills and provide learning experiences to effectively and constructively engage in dialogue on DEI-related topics across our community.	DEI training (CQ) for Grad Chairs, Master's Chairs, Graduate Coordinators, ADGE staff, and selected OSA staff.	In Progress	●	Halfway Complete
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.	Race/Equity Education and Training Initiatives.	In Progress	●	Somewhat Complete
College of Engineering	Increase the understanding and application of diversity, equity, and inclusion concepts to build skills and provide learning experiences to effectively and constructively engage in dialogue on DEI-related topics across our community.	Undergraduate Curriculum Development – specific DEI learning activities and modules.	In Progress	●	Somewhat Complete
College of Engineering	Increase the understanding and application of diversity, equity, and inclusion concepts to build skills and provide learning experiences to effectively and constructively engage in dialogue on DEI-related topics across our community.	DEI Training - PhD Students.	In Progress	●	Somewhat Complete
College of Engineering	Increase the understanding and application of diversity, equity, and inclusion concepts to build skills and provide learning experiences to effectively and constructively engage in dialogue on DEI-related topics across our community.	DEI Training - Postdocs.	In Progress	●	Somewhat Complete
College of Engineering	Increase the understanding and application of diversity, equity, and inclusion concepts to build skills and provide learning experiences to effectively and constructively engage in dialogue on DEI-related topics across our community.	DEI Training – Masters Students.	In Progress	●	Somewhat Complete
College of Engineering	Increase the understanding and application of diversity, equity, and inclusion concepts to build skills and provide learning experiences to effectively and constructively engage in dialogue on DEI-related topics across our community.	DEI Training – Undergraduate Students.	In Progress	●	Somewhat Complete
College of Engineering	Increase the understanding and application of diversity, equity, and inclusion concepts to build skills and provide learning experiences to effectively and constructively engage in dialogue on DEI-related topics across our community.	DEI Training - Faculty & Staff.	In Progress	●	Somewhat Complete

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.	Faculty Training Development.	In Progress		Almost Complete
College of Engineering	Increase the understanding and application of diversity, equity, and inclusion concepts to build skills and provide learning experiences to effectively and constructively engage in dialogue on DEI-related topics across our community.	Faculty Coaching.	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.	Annual assessment of DEI program and policy changes within CoE departments and college-wide.	In Progress		Somewhat Complete
College of Engineering	Build a robust and complete set of metrics with an established standardized methodology for the continuous collection and monitoring of information (data) relevant to the reporting and evaluation of DEI-related issues within the College of Engineering.	College DEI Metrics.	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		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 DEI training metrics.	In Progress		Somewhat Complete
College of Engineering	Build a robust and complete set of metrics with an established standardized methodology for the continuous collection and monitoring of information (data) relevant to the reporting and evaluation of DEI-related issues within the College of Engineering.	Climate Assessment.	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.	Course Climate Evaluation.	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.	Curricular Development -- Undergraduate -- Assessment.	Not Started		



















School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
College of Engineering	Build a robust and complete set of metrics with an established standardized methodology for the continuous collection and monitoring of information (data) relevant to the reporting and evaluation of DEI-related issues within the College of Engineering.	Alumni and Senior Survey: DUE will review Alumni and Senior Surveys to understand what the most significant experiences are. Will look for DEI related comments, and craft new questions to capture those experiences as well.	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.	Continue DEI implementation through the CoE Implementation Committee. Implementation of DEI strategic plan, allocation of resources, tracking and evaluating progress.	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.	College Formal DEI/CEDO Review.	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.	Communication strategy to share DEI-related programs, initiatives and events to engage students, faculty and staff on an ongoing basis.	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 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	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.	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”).	Complete		
College of Engineering	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.	Develop and socialize unite-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/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.	OSA, CEDO, Rackham, Student Life, and additional campus partners are working together to offer a variety of CoE DEI community building activities.	Complete		
College of Engineering	Build communities and creative learning spaces by leveraging and transforming the use of space within the College to create an inclusive environment that welcomes and supports students, postdocs, instructional and research faculty, and staff.	Make available and improve study areas for student communities.	In Progress		Somewhat Complete
College of Engineering	Build communities and creative learning spaces by leveraging and transforming the use of space within the College to create an inclusive environment that welcomes and supports students, postdocs, instructional and research faculty, and staff.	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		Somewhat Complete
College of Engineering	Develop talented and diverse college leadership, departmental leadership, and instructional and research faculty capable of providing a world class academic and research learning environment for a global, diverse student body. Our five-year objective is to develop a diverse instructional faculty with year-over-year increases in gender and URM representation.	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.	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.	Not Started		



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 (Lecturers).	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 (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.	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.	DEI Faculty Grants	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.	Not Started		
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 DEI Grant Program.	Complete		











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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		
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		












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.	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.	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.	Undergraduate Student Support - Teaching and advising techniques for increasing student sense of belonging and mitigation of stereotype threat and related issues to student performance.	In Progress		Halfway Complete
College of Engineering	Recruit, 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.	Michigan Difference bootcamp experience for transfer students.	Not Started		
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).	In Progress		Somewhat 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.	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 Committee on Creativity, Innovation & Daring (CID).	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.	In Progress		Just Started
College of Engineering	Design and develop resources and opportunities for engagement and interaction that facilitate a more equitable and inclusive learning environment for students.	Provide DEI consulting and recommended approach for DEI components of major grant proposals, including ERCs.	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		Almost Complete


School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
College of Engineering	Design and develop resources and opportunities for engagement and interaction that facilitate a more equitable and inclusive learning environment for students.	Develop a mechanism to coordinate college activities with university-wide efforts around inclusive teaching.	In Progress		Just Started
College of Engineering	Design and develop resources and opportunities for engagement and interaction that facilitate a more equitable and inclusive learning environment for students.	Improve the climate in the Wilson Center and other shared student spaces to make them more inclusive and inviting.	In Progress		Halfway Complete
College of Engineering	Design and develop resources and opportunities for engagement and interaction that facilitate a more equitable and inclusive learning environment for students.	Leverage advancement to reach out to interested alumni with a menu of DEI-related funding opportunities.	In Progress		Somewhat Complete
College of Pharmacy	Increase the number of URM and female members faculty.	Identify and network with those in post-doctoral positions, including URM and female post-docs, who have the potential for success as a faculty member.	In Progress		Somewhat Complete
College of Pharmacy	Increase the number of URM and female members faculty.	Network with faculty members, including URM and female faculty members, from national meetings.	In Progress		Almost 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		Just Started
College of Pharmacy	Recruit and admit more URM students into the PharmD program.	Develop articulation admission agreements with URM serving institutions.	Complete		
College of Pharmacy	Recruit and admit more URM students into the PharmD program.	Incorporate DEI topics into the application and interview process.	Complete		
College of Pharmacy	Recruit and admit more URM students into the PharmD program.	Incorporate DEI themes in recruitment/promotional materials.	Complete		
College of Pharmacy	Recruit and admit more URM students into the PharmD program.	Create alumni video interviews to be used in recruitment efforts.	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 (PhD) programs.	Identify resources within national scientific organizations (NOBCCHE, ACS, ASBMB, etc.) to advertise and promote the COP graduate programs to undergraduate students.	In Progress		Somewhat Complete
College of Pharmacy	Recruit and admit more URM students into the graduate (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		Almost Complete
College of Pharmacy	Recruit and admit more URM students into the graduate (PhD) programs.	Develop professional relationships with faculty members at URM serving institutions: Provide research opportunities for faculty members and their students.	In Progress		Somewhat Complete
College of Pharmacy	Recruit and admit more URM students into the graduate (PhD) programs.	Involve graduate students in pre-college outreach activities designed to promote pathways to science and graduate studies: Connect with existing recognized student organizations to identify available service opportunities (FEMMES, Society of Women Engineers).	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

School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
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		Somewhat Complete
College of Pharmacy	Enhance the PharmD curriculum with regard to diversity, equity and inclusion.	Charge the Curriculum and Assessment committee with revising the PharmD curriculum to enhance student knowledge of the needs of diverse patient populations: Create and implement summer training to improve curriculum DEI content.	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: Incorporate topics of DEI into patient cases presented during class.	In Progress		Somewhat Complete
College of Pharmacy	Enhance the PharmD curriculum with regard to diversity, equity and inclusion.	Charge the Curriculum and Assessment committee with revising the PharmD curriculum to enhance student knowledge of the needs of diverse patient populations: Increase the emphasis on health literacy in PharmD curriculum.	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).	Not Started		
College of Pharmacy	Enhance the PharmD curriculum with regard to diversity, equity and inclusion.	Provide professional development to support the Curriculum and Assessment committee in meeting the charge to enhance student knowledge of the needs of diverse patient populations.	In Progress		Just Started
College of Pharmacy	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 Workshop).	Not 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).	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.	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 and gender-based 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.	Complete		
College of Pharmacy	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.	Share policies with COP constituents via multiple formats (email, website, student townhalls, faculty and staff meetings).	Complete		
College of Pharmacy	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.	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").	Complete		









School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
College of Pharmacy	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.	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		Almost 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.	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		Almost 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.	Complete		
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.).	Complete		
College of Pharmacy	Develop an atmosphere of faculty engagement with students outside of the normal academic setting (e.g. annual picnics, student events, community fairs, Pharmacy "Phamily" events, etc.).	Provide incentives and recognition to faculty members who attend special functions in support of students.	Complete		
College of Pharmacy	To ensure that all staff who work with students 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.).	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		Almost Complete
College of Pharmacy	Develop relationships with community members of underserved populations through outreach / service projects.	Provide equitable and inclusive service to patients.	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.	Not Started		
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.	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		Somewhat 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.	Continue the work of the Center's working group on accessibility by completing and disseminating accessibility guidelines for external clients who host CRLT and CRLT Players programs.	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		

School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Center for Research on Learning & Teaching	Improve and expand our online and print resources on diversity, equity, and inclusion.	Development and dissemination of digital resources supporting inclusive teaching in a remote setting.	Complete		
Center for Research on Learning & Teaching	Improve and expand our online and print resources on diversity, equity, and inclusion.	Development of resources related to inclusive teaching in clinical health care settings.	Complete		
Center for Research on Learning & Teaching	Improve and expand our online and print resources on diversity, equity, and inclusion.	Ongoing revision and updating of "Diversity and Inclusion" section of CRLT website by DEI Team members.	Complete		
Center for Research on Learning & Teaching	Improve and expand our online and print resources on diversity, equity, and inclusion.	Continued improvement of STEM Inclusive Teaching page housed on CRLT-Engin's website.	In Progress		Almost Complete
Center for Research on Learning & Teaching	Improve and expand our online and print resources on diversity, equity, and inclusion.	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.	Ongoing improvement of our website design with DEI considerations in mind.	In Progress		Almost 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.	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.	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 develop and disseminate resources that support instructors in attending to DEI concerns arising in relation to both remote teaching and the COVID-19 pandemic.	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 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 IUUSE grant.	Complete		










School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
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). This can be supported by continuing our standard practices of referring to earlier agendas and session plans, designing programs collaboratively or in consultation with experienced staff members and leadership, and consideration of evaluation data from earlier iterations.	In Progress		Almost 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 a group of staff trained to implement GSITO session on “Inclusive Teaching in the First Days and Beyond”; offer this in sessions of 40 or less to facilitate broad engagement when orientations are held in-person.	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)	Develop and implement a tool that guides leads of major CRLT programs to conduct regular DEI-related reviews of CRLT programs, as well as a process for planning and implementing reviews.	Not Started		
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.	Maintain a regular schedule of our highly-evaluated programs: e.g., seminar series workshops (advanced practices, classroom climate, etc.), IT@M, Players sessions, Diversity and Inclusive Teaching 4-part seminar for GSIs (in collaboration with IGR and Rackham), Advance collaborations.	Complete		
Center for Research on Learning & Teaching	Continue to offer a range of campus-wide and customized programs that explicitly focus on diversity, equity, and inclusion.	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.	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.	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.	Continue to refine and expand our 'off-the-shelf' workshop offerings and inventory of shared handouts/activities to respond to customized workshop requests.	Complete		

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.	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.	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).	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.	Implement Year 3 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.	As public health guidance allows, continue to facilitate leadership sessions with key administrators on sexual and gender harassment.	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.	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.	Review other units' DEI strategic plans to understand where CRLT has been cited as a partner in implementing plan goals.	In Progress		Just 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.	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.	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.	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.	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 respond to requests for 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		

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.	Continue to offer a learning community for GSIs teaching courses that meet the Race & Ethnicity (R&E) requirement.	Not Started		
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.	In Progress		Almost Complete
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		
Center for Research on Learning & Teaching	How we work together: 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.	Building on efforts from the Community Team, Internal Communications Working Group, SLT to maintain community while working remotely and explore approaches and resources that will help staff navigate conflict in remote and in-person settings.	Complete		
Center for Research on Learning & Teaching	How we work together: 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.	Using lessons from emergency remote work to create more flexible policies that expand opportunities for working from home upon an eventual return to working in the office.	In Progress		Halfway Complete
Center for Research on Learning & Teaching	How we work together: 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 DEI Professional Development Team.	Complete		
Center for Research on Learning & Teaching	How we work together: 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.	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.	In Progress		Somewhat Complete

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.	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	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.	Develop policies/protocols based on best practices for implementing accommodations needs for continuing and new 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.	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.	In Progress		Almost 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.	Implement recommendations of external reviewer for increasing equity in our hiring practices. As new resources are developed to guide searches, we will seek guidance and feedback from General Counsel.	In Progress		Halfway 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 Senior Leadership Team (SLT)/area director structure to provide tailored mentorship to help staff thrive in their work as part of our efforts to 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.	In Progress		Somewhat 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		
Center for Research on Learning & Teaching	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.	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		Somewhat Complete

School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Center for Research on Learning & Teaching	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.	Develop and socialize unite-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.	Complete		
Duderstadt Center	Better understand the compositional diversity of DMC employee group.	Revise the strategic plan to reflect findings of compositional analysis.			
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	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).			
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		Halfway Complete
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		Halfway 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.	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.	Complete		
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.	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.	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.	Not Started		
Duderstadt Center	Create and implement an onboarding process designed to better support incoming DMC student staff and professional staff.	Develop and implement an annual orientation for all DMC Student Program members that explicitly addresses DEI.	In Progress		Somewhat Complete
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.	Not Started		
Duderstadt Center	Evaluate and improve practices that support the success, retention and promotion of a diverse staff within the DMC.	Develop a series of DMC professional development opportunities that respond to climate scan results.	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

School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
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.	Complete		
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.	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 programing into the annual Media Studio Arts Symposium.	Not Started		
Duderstadt Center	Prepare DMC employees to better support and facilitate inclusive teaching and learning within DMC spaces.	Meet with Services for Students with Disabilities office to discuss methods to inclusively support students with disabilities in the DMC's unique spaces.	Not Started		
Duderstadt Center	Prepare DMC employees to better support and facilitate inclusive teaching and learning within DMC spaces.	Include DEI accomodations 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.	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.	Complete		
Duderstadt Center	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.	Support unit-level participation in mandatory training.	Complete		
Duderstadt Center	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.	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").	Complete		
Duderstadt Center	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.	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.	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.	Complete		
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
Duderstadt Center	Improve internal DMC staff dynamics to create a more equitable and inclusive climate.	Review the University's Diversity, Non-discrimination and Conflict Resolution Policy and Procedure with the DMC community.	Not Started		
Duderstadt Center	Improve internal DMC staff dynamics to create a more equitable and inclusive climate.	Publicize the existing University pathways for reporting concerns on our website and encourage students, faculty, and staff to report concerns for resolution.	Complete		


















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.	Begin the formal reviews of salary, opportunities, and promotions of DMC staff and admins in partnership with university HR.	Not Started		
Duderstadt Center	Improve internal DMC staff dynamics to create a more equitable and inclusive climate.	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.	Complete		
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.	Complete		
Duderstadt Center	Foster a positive climate that encourages the DMC employee group to embrace DEI as core values driving work at the Center.	Create a DEI statement that includes a clear declaration of the Center's belief in the importance of DEI as a guiding core principle.	Complete		
Duderstadt Center	Foster a positive climate that encourages the DMC employee group to embrace DEI as core values driving work at the Center.	Offer ongoing community driven events for DMC employees across difference to connect at the Center.	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.	Host DEI transparency meetings each semester.	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.	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.	In Progress		Somewhat Complete
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.	In Progress		Somewhat Complete
Duderstadt Center	Effectively incorporate DEI into the customer service model of the DMC.	Work with each DMC team to explore options to more inclusively provide customer support in their respective spaces.	In Progress		Almost Complete
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		Almost Complete
Duderstadt Center	Communicate DEI as guiding principles of the DMC community to the public.	Create a DEI section on the DMC's website.	Complete		

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		Almost Complete
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.	Complete		
Duderstadt Center	Communicate DEI as guiding principles of the DMC community to the public.	Create a DEI statement and printable statement flyer.			
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		Halfway Complete
Duderstadt Center	Recruit and support a more diverse user community.	Utilize user demographic assessment to develop outreach strategies to better support diverse communities.	In Progress		Somewhat Complete
Duderstadt Center	Recruit and support a more diverse user community.	Begin to explore financial resources to support an equitable representation of student projects.	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.	In Progress		Just Started
Duderstadt Center	Recruit and support a more diverse user community.	Partner with a broad range of units to share Duderstadt resources with a larger audience.	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.	Complete		
Duderstadt Center	Address "wellness" issues following the Covid 19 Pandemic and the Black Lives Matter (BLM) Protests.	Open a dialogue around anti-racism with guidelines from ODEI (training, workshops, book clubs, and more).	Complete		
Duderstadt Center	Address "wellness" issues following the Covid 19 Pandemic and the Black Lives Matter (BLM) Protests.	When we are able to conduct a staff survey, we would like to include 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 Covid 19 Pandemic and the Black Lives Matter (BLM) Protests.	Share/post pandemic updates and updated policies on our website including Official UM statements (opening information, impact statement on Asian communities, more).	Complete		
Duderstadt Center	Address "wellness" issues following the Covid 19 Pandemic and the Black Lives Matter (BLM) Protests.	Consider adding a meditation/prayer space in the DC Building.	Not Started		
Division of Public Safety and Security	Increase targeted recruitment through outreach and selection process initiatives and establish metrics for success to promote the entrance of a diverse pool of talent.	Assess the diversity of DPSS applicants by establishing baseline demographics over a three-year period (started in FY18).	Complete		
Division of Public Safety and Security	Increase targeted recruitment through outreach and selection process initiatives and establish metrics for success to promote the entrance of a diverse pool of talent.	Use goal and reporting data for year-to-year diversity of staff recruitment and recommended actions (started in FY18) for affected positions.	Complete		
Division of Public Safety and Security	Analyze 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	Analyze professional development progress across DPSS departments and job classifications.	Analyze exit and turnover data over three years (started in FY18).	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 FY21.	Complete		

School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
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 enterprise wide for consistency.	Complete	●	
Division of Public Safety and Security	Expand opportunities for growth for DPSS staff through the creation of a professional development program.	Analyze incorporated professional development plans implemented into the performance management process (started in FY19).	Complete	●	
Division of Public Safety and Security	Increase DPSS personnel competency in the hiring process in regards to diversity, equity and inclusion to ensure a fair hiring process.	Maintain core hiring committee members and recruiting representatives for uniformity.	Complete	●	
Division of Public Safety and Security	Increase DPSS personnel competency in the hiring process in regards to diversity, equity and inclusion to ensure a fair hiring process.	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 and inclusion to ensure a fair hiring process.	Review DPSS hiring and selection order and implement 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 diversity, equity & inclusion trainings with a focus on increased participation throughout FY21 by encouraging structured involvement.	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 that promote collaboration and communication between DPSS and the university community we serve.	Integrate and share 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 that promote collaboration and communication between DPSS and the university community we serve.	Create and build diversity, equity and inclusion educational platforms that promote engagement and communication with DPSS and the community we serve into FY21.	Complete	●	
Division of Public Safety and Security	Increase awareness and interest about careers within DPSS to attract a diverse talent pool.	Generate interest from diverse groups with targeted advertisement and engagement to expand participation in the DPSS hiring and selection process.	Complete	●	
Division of Public Safety and Security	Increase awareness and interest about careers within DPSS to attract a diverse talent pool.	Establish a mechanism to explore equitable opportunities, increased interest and knowledge for a diverse mix of students about careers within DPSS through FY21.	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 about 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 about diverse cultural groups, identities and disabilities.	Partner with the International Center and a 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 about diverse cultural groups, identities and disabilities.	Engagement with identified disability groups to increase awareness and service 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.	Incorporate findings from DPSS all staff and department town halls and the University Climate Survey to identify themes and opportunities for growth from FY19 to current, addressing findings into FY21.	Complete	●	

School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
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 across the DPSS enterprise to foster collaboration and awareness.	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 DPSS dashboards that effectively visualize trends and events. Ensuring efforts and resources are optimized by DPSS to match current and future challenges.	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.	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.	Utilize the DPSS Student Advisory Board and other student groups for both feedback and discussion of 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.	Using DPSS dashboards, track data to deliver and measure equitable services into FY21.	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.	Monitor developed user-friendly feedback and response forms for use on the DPSS homepage and app into FY21 for impact on the university community and service.	Complete		
Division of Public Safety and Security	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.	Support DPSS participation and central efforts to educate faculty, staff, and students on the forthcoming University of Michigan Policy on Sexual and Gender-Based Misconduct Prevention ("umbrella policy").	Complete		
Division of Public Safety and Security	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.	Develop and socialize DPSS 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.	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.	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.	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 21.	Complete		

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.	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 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.	Include a DEI related workshop during mandatory orientation programs.	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 and 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	●	

School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
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		
Ford School of Public Policy	Make diversity more visible and celebrated.	Explore ways in which less-visible identities and backgrounds of faculty and staff can be shared and celebrated in respectful ways.	In Progress		Somewhat Complete
Ford School of Public Policy	To provide faculty with the tools to create and foster a diverse, equitable, and inclusive classroom	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	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 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	Require trainings and workshops for faculty and GSIs that provide guidance for addressing issues related to race, racism, structural racism and institutional discrimination in their 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 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.	Offer several courses in the curriculum that explicitly address structural racism and public policy.	Complete		

School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
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.	Ensure that our transition to remote and hybrid learning is guided by DEI principles and also principles of trauma-informed teaching and support. This includes special attention to the needs of students, including our students of color, first generation students, international students, and students with disabilities.	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 Ford School classes are diverse, equitable, and inclusive, and that we increase attention to issues of diversity and social equity in classrooms.	Develop a new course on the history of public policy that focuses on the role of policy in creating and enforcing structural racism, for implementation in the 2021-22 academic year.	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.	Promote further diversification of the authors and experts faculty assign in course materials in regard to gender, race, ethnicity, discipline and perspective.	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.	Conduct an audit study of the diversity of the authors and experts faculty assign in the course materials on their syllabi.	Complete	●	
Ford School of Public Policy	To ensure that all FSPP students are equipped to work and live in a diverse, multicultural world.	Develop DEI guest speakers fund to encourage faculty to bring in diverse speakers to their classes, and to leverage diversity in our alumni network.	Complete	●	
Ford School of Public Policy	To ensure that all FSPP students are equipped to work and live in a diverse, multicultural world.	Increase awareness of leadership competency models and principles as well as provide several skill building opportunities to ensure application and integration of these skills in the core curriculum.	Complete	●	
Ford School of Public Policy	Enhance the extent to which DEI values and themes are prominently reflected in the school's research portfolio and in the faculty's public and policy engagement efforts.	Explore opportunities for students to engage in politically diverse discussions and debates that build skills in civic engagement, professionalism and policy analysis.	Complete	●	
Ford School of Public Policy	Promote shared values, norms and practices that foster mutual respect, and that help students engage in difficult yet productive conversations. (Constitutency: faculty, staff, and 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. (Constitutency: faculty, staff, and 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 U-M climate surveys to track climate for each constituency.	Complete	●	
Ford School of Public Policy	Foster more widespread participation to engage with and celebrate diversity.	Expand the inventory of reports/analysis related to DEI progress that meets the needs of the community.	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	●	

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.	Raise awareness about mental health and well-being and promote help seeking behaviors and emotional well-being practices.	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. (Constitutency: 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. (Constitutency: students - BA, Masters, and PhD)	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. (Constitutency: students - BA, Masters, and PhD)	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. (Constitutency: 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. (Constitutency: 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. (Constitutency: 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. (Constitutency: faculty, staff, and students)	Task DEI Coalition with exploring and recommending ways to address positive and potential negative impacts of social media on climate.	In Progress	●	Somewhat Complete
Ford School of Public Policy	Promote shared values, norms and practices that foster mutual respect, and that help students engage in difficult yet productive conversations. (Constitutency: 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. (Constitutency: 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. (Constitutency: 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	●	
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	●	










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 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 and gender-based 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 new University of Michigan Policy on Sexual and Gender-Based Misconduct prevention ("umbrella policy").	Complete	●	
Ford School of Public Policy	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.	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.	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.	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 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.	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.	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	●	
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	●	














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 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 which includes 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.	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 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.	Continue to leverage the U-M an 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	●	

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	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.	Continue to 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.	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.	Fill board positions by invitation to ensure a diverse range of experiences and perspectives.	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	●	

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 ongoing 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)	Continue to 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)	Continue to leverage the U-M student climate questionnaire and review data from ODEI, as available to assess campus climate overall. Due to resource constraints and privacy concerns, the Graham Institute will not conduct its own climate assessment.	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, program description and mission, 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 support student-initiated efforts to address issues of DEI, as they relate to sustainability programs across campus.	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 leverage U-M data to assess climate and change over time. Due to resource constraints and privacy concerns, the Graham Institute will not conduct its own climate assessment.	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	●	
















School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Graham Sustainability Institute	Actively communicate messages about diversity, equity and inclusion; promote opportunities to engage in sustainability and diversity; and, increase the diversity of the Graham community and affiliates.	Continue to schedule meetings to review and discuss the Graham DEI plans, 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	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.	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").	Complete	●	
Graham Sustainability Institute	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.	Develop and socialize unite-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.	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 and mission, 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. (staff)	Continue to convey the Institute's vision for the future by incorporating DEI into the Institute's mission.	Complete	●	
Graham Sustainability Institute	Identify and implement communication methods to increase diversity, equity and inclusion in key publications, program promotional efforts, and daily activities. (staff)	Continue to collect information to develop a broader, more comprehensive distribution list. Graham leaders and staff will add diverse groups and centers to distribution lists to broaden engagement.	Complete	●	
Graham Sustainability Institute	Identify and implement communication methods to increase diversity, equity and inclusion in key publications, program promotional efforts, and daily activities. (staff)	Continue to include both written and visual information about the Graham Institute's commitment to 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. (staff)	Continue to communicate how the Graham Institute and partners are making a difference in sustainability knowledge, learning and leadership by selecting key projects/initiatives that fit the lens of DEI and highlight these through outreach efforts.	Complete	●	





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. (staff)	Continue to implement better distribution methods to include a comprehensive list of organizations committed to a policy of equal opportunity for all persons, including those that address issues of race, color, national origin, age, marital status, sex, sexual orientation, gender identity, gender expression, disability, religion, height, weight, or veteran status; and update lists annually.	Complete		
Graham Sustainability Institute	Identify and implement communication methods to increase diversity, equity and inclusion in key publications, program promotional efforts, and daily activities. (staff)	Continue to implement a marketing and outreach plan to promote the use of the enhanced Planet Blue Ambassador Community module demonstrating diversity and inclusion in sustainability activities.	Complete		
Graham Sustainability Institute	Identify and implement communication methods to increase diversity, equity and inclusion in key publications, program promotional efforts, and daily activities. (staff)	Continue to leverage the U-M DEI public campaign, led by the President and Provost, which positions diversity and an inclusive campus climate as core values of the University of Michigan (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. (staff)	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. (staff)	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. (students, faculty, alumni, partners)	Convey the Institute's vision for the future by incorporating DEI into the Institute's mission.	Complete		
Graham Sustainability Institute	Identify and implement communication methods to increase diversity, equity and inclusion in key publications, program promotional efforts, and daily activities. (students, faculty, alumni, partners)	Continue to implement better distribution methods to include an inclusive list of organizations committed to a policy of equal opportunity for all persons, including those that address issues of race, color, national origin, age, marital status, sex, sexual orientation, gender identity, gender expression, disability, religion, height, weight, or veteran status; and update lists annually.	Complete		
Graham Sustainability Institute	Identify and implement communication methods to increase diversity, equity and inclusion in key publications, program promotional efforts, and daily activities. (students, faculty, alumni, partners)	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: 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		

School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
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.	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: Provide appropriate training for all members of faculty search committees.	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.	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		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		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: 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		Almost Complete
Institute for Social Research	Increase the diversity of faculty across many dimensions.	Facilitate and encourage applications for NIH Research Supplements to promote diversity in research.	In Progress		Almost Complete
Institute for Social Research	Increase the diversity of faculty across many dimensions.	Continue to reach out to other U-M departments to indicate ISR's interest in partnering in the hiring of faculty associates and research professors.	Complete		
Institute for Social Research	Increase the diversity of faculty across many dimensions.	Increase the diversity of invitees to faculty seminars in each center.	In Progress		Halfway Complete
Institute for Social Research	Increase the diversity of faculty across many dimensions.	Work with U-M to expand the President's Postdoctoral Fellowship Program or similar efforts to recruit emerging scholars to the social sciences who have a demonstrated commitment to diversity.	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.	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.	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		Somewhat Complete
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















School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
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		Halfway 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		Somewhat Complete
Institute for Social Research	Diversify the leadership of ISR, including center directors, program directors, and senior faculty.	Include in the annual reviews of center and program directors an explicit evaluation of their contributions demonstrating commitment to DEI.	In Progress		Halfway Complete
Institute for Social Research	Diversify the leadership of ISR, including center directors, program directors, and senior faculty.	Include in all faculty annual reviews a question regarding contributions demonstrating commitment to DEI.	In Progress		Halfway 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 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.	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: 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: 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		Somewhat 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		
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: Use interview tools and sample questions intended to promote equity and diversity in hiring.	Complete		
Institute for Social Research	Assure consistent, equitable, and transparent support for staff development.	Continue a community integration program for recent employees.	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.	Complete		

School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Institute for Social Research	Assure consistent, equitable, and transparent support for staff development.	Clarify and communicate center policies and priorities regarding staff training and career development to supervisors and staff.	In Progress		Somewhat Complete
Institute for Social Research	Assure consistent, equitable, and transparent support for staff development.	Continue to post all new ISR staff positions on the ISR intranet.	Complete		
Institute for Social Research	Assure consistent, equitable, and transparent support for staff development.	Produce annual reports on internal promotions and exits, with recommendations for policy changes if necessary, to improve staff development and retention.	In Progress		Just Started
Institute for Social Research	Promote sensitivity and awareness of faculty and staff supervisors to issues of diversity, equity and inclusion.	Continue to identify and make available to supervisors appropriate training programs offered at the university.	In Progress		Somewhat Complete
Institute for Social Research	Promote sensitivity and awareness of faculty and staff supervisors to issues of diversity, equity and inclusion.	Include in the annual reviews of faculty and staff supervisors a question on their participation in diversity training.	In Progress		Somewhat Complete
Institute for Social Research	Promote sensitivity and awareness of faculty and staff supervisors to issues of diversity, equity and inclusion.	Include in the annual reviews of all faculty and staff a question on their efforts to contribute to DEI.	In Progress		Halfway Complete
Institute for Social Research	Promote sensitivity and awareness of faculty and staff supervisors to issues of diversity, equity and inclusion.	Develop or adopt training program(s) for ISR that include: 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		Somewhat 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		Somewhat Complete
Institute for Social Research	Enhance inclusive teaching practices among faculty who teach SRC's master's and PhD students participating in the Michigan Program in Survey Methodology (MPSM).	SMP faculty complete an inventory of the types of teaching (e.g. lecture, group assignments, seminars) and determine which inclusive teaching practices to apply.	Complete		
Institute for Social Research	Enhance inclusive teaching practices among faculty who teach SRC's master's and PhD students participating in the Michigan Program in Survey Methodology (MPSM).	SMP faculty participate in a CRLT workshop or seminar focused on inclusive teaching.	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		
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		

School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Institute for Social Research	Increase the diversity of participants in the Population Studies Center (PSC's) pre- and postdoctoral training programs across many dimensions.	Work with other post-doctoral sponsors in the Institute to create supports for post-doctoral fellows and integrate them fully into the Institute. DEI Director will partner with PSC Training Program, Educational Programs Working group, and SRC to host ISR-wide virtual research seminar featuring faculty from all centers who serve as PIs to post docs. Invitations will be extended to undergraduate and graduate students, post docs, and faculty of all ranks.	In Progress		Somewhat Complete
Institute for Social Research	Increase the diversity of participants in the Population Studies Center (PSC's) pre- and postdoctoral training programs across many dimensions.	Continue efforts to increase applications from under-represented populations.	Complete		
Institute for Social Research	Increase the diversity of participants in the Population Studies Center (PSC's) pre- and postdoctoral 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	Increase the diversity of participants in the Population Studies Center (PSC's) pre- and postdoctoral 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		Somewhat 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		Somewhat Complete
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		Just Started
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	Assure inclusion of ISR graduate students in ISR activities.	Host Institute-wide virtual seminars to foster a developmental mentoring approach among undergraduate students, graduate students, postdoctoral fellows, and faculty of all ranks. Encourage brief research presentations and ample time for questions and answers to showcase the breadth of research across ISR.	Not Started		
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.	Continue to include topics related to diversity, equity, and inclusion in seminars.	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. Partner with CIS Communications team to distribute this information to advisors of multicultural student organizations, social science departments, and Multicultural and Ethnic Student Affairs Offices.	In Progress		Just Started
Institute for Social Research	Create an inclusive, welcoming environment with collegial relationships and interactions at all levels.	Continually improve an all-ISR orientation program for new staff and design such an orientation for faculty and students.	In Progress		Almost Complete

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.	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.	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		
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		Halfway Complete
Institute for Social Research	Create an inclusive, welcoming environment with collegial relationships and interactions at all levels.	Maintain modified current ISR email list to include all of the ISR community, including contingent staff (as well as students in degree programs).	Complete		
Institute for Social Research	Create an inclusive, welcoming environment with collegial relationships and interactions at all levels.	Continue to review staff recognition programs throughout U-M (e.g., UMHS employee recognition program) and design a similar all-ISR program.	Complete		
Institute for Social Research	Create an inclusive, welcoming environment with collegial relationships and interactions at all levels.	Continue to foster and support DEI cross-center staff working group.	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.	Maintain an ISR-wide group on improving the accessibility of our research products.	In Progress		Just Started
Institute for Social Research	Create a work environment that fosters barrier-free participation of staff, faculty, and students with disabilities — including, but not limited to, visual, auditory, physical, speech, cognitive, language, learning, and neurological disabilities— in their ISR job responsibilities, as well as job-related ISR activities and events.	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 and partner with CMT and CIS Business Office to make corrections to enhance accessibility (e.g. screen reader and keyboard compatibility) of Deltek timekeeping software.	In Progress		Almost Complete










School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Institute for Social Research	Create a work environment that fosters barrier-free participation of staff, faculty, and students with disabilities — including, but not limited to, visual, auditory, physical, speech, cognitive, language, learning, and neurological disabilities— in their ISR job responsibilities, as well as job-related ISR activities and events.	Continue to evaluate ISR intranet and center intranets (e.g., SRC and ICPSR) for compliance with WCAG 2.0 levels A and AA and make corrections to bring sites into compliance.	In Progress		Almost 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.	Ensure all ISR community members are physically able to access areas of the building as well as online events, such as webinars, necessary for performing their job duties.	In Progress		Halfway Complete
Institute for Social Research	Increase awareness of diversity-related issues across ISR faculty, staff, and students.	Continue to support and encourage greater participation in ISR Reads.	Complete		
Institute for Social Research	Increase awareness of diversity-related issues across ISR faculty, staff, and students.	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	Increase awareness of diversity-related issues across ISR faculty, staff, and students.	Expand the range of portraits and other artwork in lobbies, atria, and meeting rooms to better reflect the diverse participants in ISR's research enterprise.	Not Started		
Institute for Social Research	Assure equitable treatment in salary and opportunity for promotion.	Conduct study of staff salaries and promotions, examining, to the extent possible, differences across centers, projects, job classifications, race/gender backgrounds, disability status, educational attainment, veteran status, age, and years of experience within ISR (or compared to the university as a whole).	Not Started		
Institute for Social Research	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.	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		Somewhat Complete
Institute for Social Research	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.	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").	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		

School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Information & Technology Services	Enhance career path development and advancement opportunities.	Share 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.	Support hiring practices, retention, 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.	Not Started		
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 dialogue, etc.).	Complete		
Information & Technology Services	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.	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”).	Complete		
Information & Technology Services	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.	Develop and socialize unite-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.	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 the five-year plan, and the outcomes measured as a result.	Complete		
Information & Technology Services	Promote and raise awareness of ITS’s commitment to DEI.	Assess that ITS staff are connecting specific DEI events to the larger ITS and university DEI efforts. Encourage supervisors and managers to promote events and allow staff the flexibility to attend.	Complete		
Information & Technology Services	Enhance the ITS culture and workplace through events, communication, and employee engagement.	Encourage each ITS team, group, or area to 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		
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.	In Progress		Almost 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 cross-campus IT units.	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.	Complete		







School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Law School	To assemble an exceptional community of talented and interesting students with diverse backgrounds, identities, and perspectives, who will flourish in and out of the classroom and go on to accomplished careers by strategizing across the preadmission, admission and post-admission stages of recruitment. Beginning with pre-admission strategies.	Build relationships with advisors at key institutions such as University of Texas–El Paso Law School Preparation Institute, the Pre-law Summer Institute at the American Indian Law Center and historically black colleges and universities.	Complete	●	
Law School	To assemble an exceptional community of talented and interesting students with diverse backgrounds, identities, and perspectives, who will flourish in and out of the classroom and go on to accomplished careers by strategizing across the preadmission, admission and post-admission stages of recruitment. Beginning with pre-admission strategies.	Solicit via the LSAC's Candidate Referral Service a wide range of qualified candidates, using multiple "touches," such as mail and email from both institutional and student actors, as well as broad use of fee waivers.	Complete	●	
Law School	To assemble an exceptional community of talented and interesting students with diverse backgrounds, identities, and perspectives, who will flourish in and out of the classroom and go on to accomplished careers by strategizing across the preadmission, admission and post-admission stages of recruitment. Beginning with pre-admission strategies.	Continue devoting considerable resources to soliciting applications from a broad spectrum of potential candidates through extensive recruiting travel, including to institutions and other venues with a verified record of producing qualified applicants from diverse backgrounds.	Complete	●	
Law School	To assemble an exceptional community of talented and interesting students with diverse backgrounds, identities, and perspectives, who will flourish in and out of the classroom and go on to accomplished careers by strategizing across the preadmission, admission and post-admission stages of recruitment. Beginning with pre-admission strategies.	Participate in pipeline initiatives such as the Council on Legal Education Opportunity and the Graduate Horizons Conference.	Complete	●	
Law School	Recruit diverse class at admissions stage.	We use a forward-looking assessment and evaluation criteria that are holistic in two important senses: (1) the criteria are individualized and non-mechanical, encompassing a wide and evolving range of considerations; and (2) we consider the diversity of the class as a whole, across many dimensions, particularly those that are relevant to the development of law, including socioeconomic background, academic training, or a demonstrated interest in or commitment to issues relating to LGBTQ, visible and invisible disability, language facility, religious conviction and training, or political viewpoint.	Complete	●	
Law School	Recruit diverse class at post-admit stage.	Continue striving to enroll those whom we admit by devoting considerable resources to communicating with admitted students to address their concerns and develop their sense of community: Individualized outreach to every admitted student who self-identifies as a racial minority from at least one member of the Admissions and Financial Aid staff, to communicate general information about available financial resources.	Complete	●	
Law School	Recruit diverse class at post-admit stage.	Continue striving to enroll those whom we admit by devoting considerable resources to communicating with admitted students to address their concerns and develop their sense of community: Encourage campus visits, particularly during Preview Weekend.	Complete	●	
Law School	Recruit diverse class at post-admit stage.	Continue striving to enroll those whom we admit by devoting considerable resources to communicating with admitted students to address their concerns and develop their sense of community: Ascertain other opportunities for recruiting.	Complete	●	












School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Law School	Recruit diverse class at post-admit stage.	Continue striving to enroll those whom we admit by devoting considerable resources to communicating with admitted students to address their concerns and develop their sense of community: Facilitation of outreach by current students and alumni to admitted students.	Complete	●	
Law School	Recruit diverse class at post-admit stage.	Continue striving to enroll those whom we admit by devoting considerable resources to communicating with admitted students to address their concerns and develop their sense of community: Develop creative recruiting initiatives.	Complete	●	
Law School	To build the diversity of the Law School faculty through creative and consistent outreach.	Consider various pipeline initiatives, such as fellowship or Visiting Assistant Professor programs, which could enable the Law School to identify and train entry level academics in fields focusing on underrepresented populations.	Complete	●	
Law School	To build the diversity of the Law School faculty through creative and consistent outreach.	Track the winners of awards that recognize scholars and scholarship in fields focusing on underrepresented populations in order to identify potential faculty candidates.	Complete	●	
Law School	To build the diversity of the Law School faculty through creative and consistent outreach.	Informally mentor diverse scholars at other schools who may, in the future, be potential faculty candidates.	Complete	●	
Law School	To build the diversity of the Law School faculty through creative and consistent outreach.	Develop relationships with diverse scholars in doctoral programs and fellowships at other schools who may, in the future, be potential faculty candidates.	Complete	●	
Law School	To build the diversity of the Law School faculty through creative and consistent outreach.	Continue efforts to expand talent pool for new faculty hires by looking for candidates not already seeking employment as faculty.	Complete	●	
Law School	To build the diversity of the Law School faculty through creative and consistent outreach.	Continually engage the faculty in conversations about hiring criteria and tradeoffs (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	To build the diversity of the Law School faculty through creative and consistent outreach.	Proactively seek new faculty hires in underrepresented disciplines.	In Progress	●	
Law School	To build the diversity of the Law School faculty through creative and consistent outreach.	Improve both attraction of new faculty and retention of current faculty by nurturing hospitable faculty climate.	In Progress	●	Almost Complete
Law School	To build the diversity of the Law School faculty through creative and consistent outreach.	Consider use of criteria in faculty hiring decisions that may decrease conscious or subconscious evaluation processes that might reduce diversity of faculty.	Complete	●	
Law School	To build the diversity of the Law School faculty through creative and consistent outreach.	Use the resources of the University’s STRIDE Committee to seek advice on best hiring practices and strategies for improving faculty diversity, and require all faculty hiring committee members to attend STRIDE training.	Complete	●	
Law School	To build the diversity of the Law School faculty through creative and consistent outreach.	Ask teams of faculty to read the work of broad pools of potential candidates and to articulate detailed feedback on the candidates’ work, rather than relying on reputation or status markers.	Complete	●	
Law School	To build the diversity of the Law School faculty through creative and consistent outreach.	Ensure that the pools of candidates interviewed in the entry-level market contain candidates from a wide variety of backgrounds.	In Progress	●	Almost Complete
Law School	To build the diversity of the Law School faculty through creative and consistent outreach.	Identify academic programs or conferences focused on issues of particular interest to underrepresented populations in order to identify potential faculty candidates.	Complete	●	

School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Law School	To build the diversity of the Law School faculty through creative and consistent outreach.	Seek potential entry-level candidates who are not currently on the academic market, but might be interested in considering an academic career.	Complete	●	
Law School	To build the diversity of the Law School faculty through creative and consistent outreach.	Convey advice to the faculty about hiring habits that sometimes bias the hiring process against attracting a diverse faculty, such as over-relying on interviews or validation from peer networks.	Complete	●	
Law School	To continue to support career advancement through consistent mentoring and programs.	Continue the appointment of tenure support committees.	Complete	●	
Law School	To continue to support career advancement through consistent mentoring and programs.	Associate Dean of Academic Programs provided individual outreach to learn more about issues affecting historically underrepresented groups, including women.	Complete	●	
Law School	To continue to support career advancement through consistent mentoring and programs.	Continue to provide a comprehensive faculty orientation program for all faculty members.	Complete	●	
Law School	To continue to support career advancement through consistent mentoring and programs.	Continue the availability of support and mentoring by the Associate Dean for Faculty and Research and the Associate Dean for Experiential Learning for all faculty members.	Complete	●	
Law School	To continue to support career advancement through consistent mentoring and programs.	Continue the Dean's practice of reviewing and responding to the individual goals of each faculty member on an annual basis through the FAR process.	Complete	●	
Law School	To continue our record of successful recruitment, hiring and retention of diverse populations. (Staff)	Continue to regularly engage current staff in conversations about recruiting and hiring criteria.	In Progress	●	Halfway Complete
Law School	To continue our record of successful recruitment, hiring and retention of diverse populations. (Staff)	Structure interview process to allow for exposure of candidates to wide range of members of the law school community Law School community.	Complete	●	
Law School	To continue our record of successful recruitment, hiring and retention of diverse populations. (Staff)	Develop broad pools of candidates, devoting resources, as appropriate, to actively recruiting from a variety of sources.	Complete	●	
Law School	To continue our record of successful recruitment, hiring and retention of diverse populations. (Staff)	Improve attraction and retention by nurturing a hospitable climate.	In Progress	●	Halfway Complete
Law School	To continue our record of successful recruitment, hiring and retention of diverse populations. (Staff)	Research best practices and most effective new developments and strategies for recruitment.	In Progress	●	Halfway Complete
Law School	Students will describe the Law School classroom as challenging, welcoming, and inclusive, and will feel that the Law School takes diversity, equity, and inclusion issues seriously; is responsive to related concerns; and supports related programming outside of the classroom.	Research best practices and develop a mechanism, or set of mechanisms to replace the EEC which will: Propose ways to implement the Law School's goals relating to the educational environment.	In Progress	●	Almost Complete
Law School	Students will describe the Law School classroom as challenging, welcoming, and inclusive, and will feel that the Law School takes diversity, equity, and inclusion issues seriously; is responsive to related concerns; and supports related programming outside of the classroom.	Research best practices and develop a mechanism, or set of mechanisms to replace the EEC which will: Periodically review and assess the Law School's activities in this area and propose ways to reform 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 describe the Law School classroom as challenging, welcoming, and inclusive, and will feel that the Law School takes diversity, equity, and inclusion issues seriously; is responsive to related concerns; and supports related programming outside of the classroom.	Research best practices and develop a mechanism, or set of mechanisms to replace the EEC which will: Serve as a forum(s) for students, faculty and administrators to communicate with one another about and work together on issues relating to the educational environment.	Complete	●	

School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Law School	Students will describe the Law School classroom as challenging, welcoming, and inclusive, and will feel that the Law School takes diversity, equity, and inclusion issues seriously; is responsive to related concerns; and supports related programming outside of the classroom.	Create a Student Services Advisory Board that provides programming insight and feedback to align programming and services that are inclusive of a broad range of needs.	Complete		
Law School	Students will describe the Law School classroom as challenging, welcoming, and inclusive, and will feel that the Law School takes diversity, equity, and inclusion issues seriously; is responsive to related concerns; and supports related programming outside of the classroom.	Provide training and support for students to engage in challenging discussions around race, gender, sexual orientation, national origin, immigration status, religion, socio-economic status, and other aspects of identity, in ways that align with and amplify the ABA Model Rules of Professional conduct, specifically, Rule 8.4(g), which proscribe discriminatory conduct.	Complete		
Law School	Students will describe the Law School classroom as challenging, welcoming, and inclusive, and will feel that the Law School takes diversity, equity, and inclusion issues seriously; is responsive to related concerns; and supports related programming outside of the classroom.	Provide wellness programming that destigmatizes mental health challenges and normalizes mental health care for all students.	Complete		
Law School	Students will describe the Law School classroom as challenging, welcoming, and inclusive, and will feel that the Law School takes diversity, equity, and inclusion issues seriously; is responsive to related concerns; and supports related programming outside of the classroom.	Panels and interactive programming—Work with a variety of students to identify topics, invite speakers, and design a program to respond to current events that involve diversity, equity, and inclusion issues. This programming should be timely, informative, and provide a setting for the Law School community to address important topics.	Complete		
Law School	Students will describe the Law School classroom as challenging, welcoming, and inclusive, and will feel that the Law School takes diversity, equity, and inclusion issues seriously; is responsive to related concerns; and supports related programming outside of the classroom.	Create opportunities that will allow students to learn dialogue skills in the context of important DEI-related topics and provide them with an in-depth analysis of legal, social, and historical aspects of the topics. These opportunities will provide a forum for a variety of viewpoints and will put special emphasis on teaching students to discuss difficult issues in a public setting and professional manner.	Complete		
Law School	Students will describe the Law School classroom as challenging, welcoming, and inclusive, and will feel that the Law School takes diversity, equity, and inclusion issues seriously; is responsive to related concerns; and supports related programming outside of the classroom.	Provide a website and meetings for students to voice opinions and provide suggestions on issues of diversity, equity, and inclusion.	In Progress		Halfway Complete
Law School	Students will describe the Law School classroom as challenging, welcoming, and inclusive, and will feel that the Law School takes diversity, equity, and inclusion issues seriously; is responsive to related concerns; and supports related programming outside of the classroom.	Consistent communication by administration to students regarding the state of diversity, equity, and inclusion efforts.	Complete		
Law School	Students will describe the Law School classroom as challenging, welcoming, and inclusive, and will feel that the Law School takes diversity, equity, and inclusion issues seriously; is responsive to related concerns; and supports related programming outside of the classroom.	Continually consult with the University’s Program on InterGroup Relations, and others, for student dialogue resources.	In Progress		Almost Complete
Law School	Students will describe the Law School classroom as challenging, welcoming, and inclusive, and will feel that the Law School takes diversity, equity, and inclusion issues seriously; is responsive to related concerns; and supports related programming outside of the classroom.	As necessary for conflict resolution, continued reliance on current student grievance processes relating to conduct of faculty and staff and to conduct of students.	Complete		

School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Law School	Create a challenging, welcoming, and inclusive classrooms.	Promote inclusive teaching to faculty .	Complete	●	
Law School	Create a challenging, welcoming, and inclusive classrooms.	Provide a website and open meetings for students to provide feedback about the classroom environment.	Complete	●	
Law School	Create a challenging, welcoming, and inclusive classrooms.	Create opportunities that will allow students to learn dialogue skills in the context of important DEI- related topics and provide them with an in-depth analysis of legal, social, and historical aspects of the topics. These opportunities will provide a forum for a variety of viewpoints and will put special emphasis on teaching students to discuss difficult issues in a public setting and professional manner.	Complete	●	
Law School	Law school values diversity, equity, and inclusion and is responsive to related concerns.	Consistent communication by the administration to students regarding the state of diversity, equity, and inclusion efforts.	Complete	●	
Law School	Law school values diversity, equity, and inclusion and is responsive to related concerns.	Provide a website and open meetings for students to voice opinions and provide suggestions on issues of DEI.	Complete	●	
Law School	Law school supports diversity, equity, and inclusion programming outside of the classroom.	Provide pop-up panels with student groups to respond to current events related to DEI.	Complete	●	
Law School	Law school supports diversity, equity, and inclusion programming outside of the classroom.	Sponsor Law School community dialogue opportunities to provide in depth coverage of important DEI-related issues and to promote professional dialogue.	Complete	●	
Law School	Law school supports diversity, equity, and inclusion programming outside of the classroom.	Create a Student Services Advisory Board that provides programming insight and feedback to align programming and services that are inclusive of a broad range of needs.	Complete	●	
Law School	Pathways for conflict resolution. (Students)	Continually consult with the University's Program on InterGroup Relations, and others, for student dialogue resources. 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 and Gender-based misconduct in an effort to promote a safe and supportive environment for all members to work, learn, and thrive.	Support central effort to educate faculty staff and students on the new University of Michigan Policy on Sexual and Gender- Based Misconduct prevention ("umbrella policy").	Complete	●	
Law School	Educate our community on Sexual and Gender-based misconduct 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 and Inclusion, and Sexual and Gender-Based Misconduct Prevention work that is already underway.	In Progress	●	Somewhat Complete
Law School	Educate our community on Sexual and Gender-based misconduct 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	Faculty members will feel well- resourced and supported in their efforts to provide a challenging, welcoming, and inclusive classroom, and will regularly raise diversity, equity, and inclusion issues when they naturally arise in the curriculum and will lead respectful discussions of those issues in ways that promote participation by all students and encourage the voicing of a variety of points of view.	Provide programming for faculty to discuss challenges to inclusive teaching, on systemic bias, how systemic bias manifests, and on tools for how to handle issues as they arise in the classroom.	Complete	●	

School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Law School	Faculty members will feel well- resourced and supported in their efforts to provide a challenging, welcoming, and inclusive classroom, and will regularly raise diversity, equity, and inclusion issues when they naturally arise in the curriculum and will lead respectful discussions of those issues in ways that promote participation by all students and encourage the voicing of a variety of points of view.	Hold retreat for all faculty, off campus, to discuss DEI issues that arise in the classroom and among the faculty.	Complete		
Law School	Faculty members will feel well- resourced and supported in their efforts to provide a challenging, welcoming, and inclusive classroom, and will regularly raise diversity, equity, and inclusion issues when they naturally arise in the curriculum and will lead respectful discussions of those issues in ways that promote participation by all students and encourage the voicing of a variety of points of view.	Provide feedback to the faculty on student concerns, including expanded course evaluations.	Complete		
Law School	Faculty members will feel well- resourced and supported in their efforts to provide a challenging, welcoming, and inclusive classroom, and will regularly raise diversity, equity, and inclusion issues when they naturally arise in the curriculum and will lead respectful discussions of those issues in ways that promote participation by all students and encourage the voicing of a variety of points of view.	Invite faculty to informal sessions during the term to focus on specific issues of inclusive teaching, and to plan what topics are of most interest to the faculty for future programs.	In Progress		
Law School	Faculty members will feel well- resourced and supported in their efforts to provide a challenging, welcoming, and inclusive classroom, and will regularly raise diversity, equity, and inclusion issues when they naturally arise in the curriculum and will lead respectful discussions of those issues in ways that promote participation by all students and encourage the voicing of a variety of points of view.	Use small group curriculum review by subject area to determine if course coverage is sufficiently multidimensional and inclusive.	Complete		
Law School	Faculty members will feel well- resourced and supported in their efforts to provide a challenging, welcoming, and inclusive classroom, and will regularly raise diversity, equity, and inclusion issues when they naturally arise in the curriculum and will lead respectful discussions of those issues in ways that promote participation by all students and encourage the voicing of a variety of points of view.	Inclusive teaching training for all faculty covering best practices for developing course materials and creating an inclusive and engaging classroom dynamic.	Complete		
Law School	Faculty members will feel well- resourced and supported in their efforts to provide a challenging, welcoming, and inclusive classroom, and will regularly raise diversity, equity, and inclusion issues when they naturally arise in the curriculum and will lead respectful discussions of those issues in ways that promote participation by all students and encourage the voicing of a variety of points of view.	Facilitated curriculum audits to identify when and where race, gender and identity impact the substance and application of law.	Complete		

School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Law School	Faculty members will feel well- resourced and supported in their efforts to provide a challenging, welcoming, and inclusive classroom, and will regularly raise diversity, equity, and inclusion issues when they naturally arise in the curriculum and will lead respectful discussions of those issues in ways that promote participation by all students and encourage the voicing of a variety of points of view.	Continually consult with the University’s Center for Research on Learning and Teaching, and others, for inclusive teaching resources.	Complete		
Law School	Faculty members will feel well- resourced and supported in their efforts to provide a challenging, welcoming, and inclusive classroom, and will regularly raise diversity, equity, and inclusion issues when they naturally arise in the curriculum and will lead respectful discussions of those issues in ways that promote participation by all students and encourage the voicing of a variety of points of view.	Maintain an inclusive teaching resource page on the Law School website for faculty use.	In Progress		Somewhat Complete
Law School	Faculty members will feel well- resourced and supported in their efforts to provide a challenging, welcoming, and inclusive classroom, and will regularly raise diversity, equity, and inclusion issues when they naturally arise in the curriculum and will lead respectful discussions of those issues in ways that promote participation by all students and encourage the voicing of a variety of points of view.	Provide faculty programming to promote challenging, welcoming, and inclusive teaching.	Complete		
Law School	Faculty members will feel well- resourced and supported in their efforts to provide a challenging, welcoming, and inclusive classroom, and will regularly raise diversity, equity, and inclusion issues when they naturally arise in the curriculum and will lead respectful discussions of those issues in ways that promote participation by all students and encourage the voicing of a variety of points of view.	Seek consultation for faculty members from UM CRLT and IGR.	Complete		
Law School	Provide tools for making the classroom a more inclusive space and responding to DEI issues as they arise. (Faculty)	Hold faculty retreat. Provide faculty programming on systemic bias, how systemic bias manifests, and on tools for how to handle issues as they arise in the classroom. Structure a conversation on strengths, weaknesses, and ideas for reforming faculty culture.	In Progress		
Law School	Provide tools for making the classroom a more inclusive space and responding to DEI issues as they arise. (Faculty)	Maintain an inclusive teaching resource page on the Law School website for faculty use.	Complete		
Law School	Provide tools for making the classroom a more inclusive space and responding to DEI issues as they arise. (Faculty)	Use small group curriculum review by subject area to determine if course coverage is sufficiently multidimensional and inclusive. Inclusive teaching training for all faculty covering best practices for developing course materials and creating an inclusive and engaging classroom dynamic. Facilitated curriculum audits to identify when and where race, gender and identity impact the substance and application of law.	Complete		
Law School	Provide 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.	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 both social and work-related community- building events.	Complete		

School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
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.	Recognize work related to DEI.	In Progress		Almost Complete
College of Literature, Science and the Arts	Improve Faculty Retention and Departmental Climate.	Raise awareness about inclusive teaching.	Complete		
College of Literature, Science and the Arts	Improve Faculty Retention and Departmental Climate.	Raise awareness about progress and gaps in DEI strategic goals.	Complete		
College of Literature, Science and the Arts	Improve Faculty Retention and Departmental Climate.	Increase scope and topics in DEI training.	In Progress		Somewhat Complete
College of Literature, Science and the Arts	Improve Faculty Retention and Departmental Climate.	Raise awareness about progress and gaps in DEI strategic goals.	In Progress		Somewhat Complete
College of Literature, Science and the Arts	Improve Faculty Mentoring and Career Advising.	Review and evaluate mentoring plans.	In Progress		Almost Complete
College of Literature, Science and the Arts	Improve Faculty Mentoring and Career Advising.	Develop and implement DEI course offerings for LSA faculty.	Complete		
College of Literature, Science and the Arts	Improve Faculty Mentoring and Career Advising.	Train and support faculty mentors.	Complete		
College of Literature, Science and the Arts	Improve Faculty Mentoring and Career Advising.	Support chairs in mentoring of faculty in all ranks, including post-tenure faculty and lecturers.	Complete		
College of Literature, Science and the Arts	Faculty Recruitment.	Establish departmental diversity recruitment plans for position requests (pending LSA EC approval)	In Progress		Just Started
College of Literature, Science and the Arts	Faculty Recruitment.	Support LSA Collegiate Fellows Program and similar fellowships that take into account commitment to DEI.	Complete		
College of Literature, Science and the Arts	Recruit, Retain & Support a Diverse Range of Students (First-Year & Transfers).	Continue to refine and implement LSA-specific strategy for outreach, recruitment, retention, and support of a diverse population of transfer students.	In Progress		Almost 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	Increase Equitable Access to Resources & High-Impact Learning Opportunities for All Students.	Institutionalize successful ways of increasing the number of students utilizing new and existing LSA initiatives pertinent to equitable access.	In Progress		Almost Complete
College of Literature, Science and the Arts	Increase Equitable Access to Resources & High-Impact Learning Opportunities for All Students.	Expand on existing resources to ensure that every LSA student is able to take full advantage of a variety of learning opportunities without barriers to access and inclusion.	In Progress		Almost Complete

School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
College of Literature, Science and the Arts	Increase Equitable Access to Resources & High-Impact Learning Opportunities for All Students.	LSA_Y5_Reporting_template LSA_Y5_Reporting_template 75% 11 D17 Provide training, support and inspiration in inclusive teaching and learning pedagogies for 80% of LSA's instructional faculty by 2021. Screen reader support enabled. Provide training, support and inspiration in inclusive teaching and learning pedagogies for 80% of LSA's instructional faculty by 2021. Turn on screen reader support	In Progress		
College of Literature, Science and the Arts	Increase Equitable Access to Resources & High-Impact Learning Opportunities for All Students.	Achieve the 2021 goal of reaching 80% of the faculty and institutionalize the most successful methods.	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.			
College of Literature, Science and the Arts	LSA Inclusive Classrooms.	Achieve the 2021 goal of reaching 80% of the faculty and institutionalize the most successful methods.			
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		Almost 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.	In Progress		Almost Complete
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.	In Progress		Almost 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		Almost Complete
College of Literature, Science and the Arts	Diversify STEM: Continue to Develop Inclusive Undergrad STEM Education.	Begin to institutionalize progress made toward STEM diversification, equity and inclusion.	In Progress		Halfway 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 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		Almost Complete
College of Literature, Science and the Arts	Cultivate a Critical Mass of Student Leaders to Help Improve Campus Climate.	Fully institutionalize successful programs and pilots from previous years, and determine the viability of a fully-scaled lcc.	In Progress		Almost Complete
College of Literature, Science and the Arts	Expand Preview Weekends for Graduate Student Recruitment.	Support departments who are participating in Preview weekends.	Complete		
College of Literature, Science and the Arts	Improve Graduate Admissions Training and Support.	Promote admissions workshop to LSA graduate admissions chairs and committee members.	Complete		
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		Almost Complete

School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
College of Literature, Science and the Arts	Involve Graduate Students in the Dean's Office DEI initiatives.	Work with existing graduate student organizations.	In Progress		Almost Complete
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.	Promote existing trainings offered via CRLT, ELI, IGR, and other campus partners.	Complete		
College of Literature, Science and the Arts	Increase Training and Support for GSIs.	Create website for training options.	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.	Complete		
College of Literature, Science and the Arts	Increase Training and Support for GSIs.	Continue to create new training or adjust existing training to meet student needs, especially for students in groups such as international students and those with disabilities. Evaluations will help make adjustments.	In Progress		Almost Complete
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.	Continue to make job postings and advertisements more impactful with respect to DEI in LSA.	In Progress		Almost Complete
College of Literature, Science and the Arts	Enhance Overall LSA Staff Employment Branding with DEI Efforts.	Incorporate positive data from UM-wide climate survey if available about state of DEI in LSA employee communications.	In Progress		Somewhat Complete
College of Literature, Science and the Arts	Increase Active Recruitment of Diverse Applicants for LSA Staff Positions.	Continue updating existing list of recruitment sources for diverse applicants for hiring manager use.	In Progress		Almost 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.	In Progress		Almost 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.	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.	In Progress		Almost Complete
College of Literature, Science and the Arts	Monitor Staff Climate and Focus on Staff Retention.	Review trends in DEI issues; determine intervention effectiveness.	In Progress		Somewhat 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		Just Started
College of Literature, Science and the Arts	Accommodating LSA Staff with Disabilities.	Review ADA cases for LSA; continuously improve interactive process.	In Progress		Halfway 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.	In Progress		Halfway 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.	In Progress		Halfway 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.	In Progress		Somewhat Complete





















School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
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 a career development question, use it as a baseline to determine if positive change occurs.	In Progress		Somewhat Complete
College of Literature, Science and the Arts	Enhance Analysis and Information Sharing on Career Opportunities and Paths for Diverse Staff.	Create and review data on transfers to determine when diverse staff experience positive career changes.	In Progress		Almost Complete
College of Literature, Science and the Arts	Enhance Analysis and Information Sharing on Career Opportunities and Paths for Diverse Staff.	Analyze employment status change data to determine if concerns exist for diverse groups; take corrective action if appropriate.	In Progress		Halfway Complete
College of Literature, Science and the Arts	Enhance Analysis and Information Sharing on Career Opportunities and Paths for Diverse Staff.	Evaluate 2016-2021 progress to determine impact activities on diverse groups.	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.	In Progress		Almost Complete
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.	Not Started		
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.	In Progress		Somewhat Complete
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.	In Progress		Somewhat Complete
College of Literature, Science and the Arts	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.	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		Almost Complete
College of Literature, Science and the Arts	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.	Develop and socialize unite-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		Almost 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.	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).			


School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Life Sciences Institute	Increase our outreach efforts to enhance the recruitment of underrepresented minority faculty members at all ranks.	Work closely with partner units to increase diversity in the applicant pool for faculty recruitment.			
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		Somewhat Complete
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.	Not Started		
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.			
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, including support staff to the committee, to attend Strategies and Tactics for Recruiting to Improve Diversity and Excellence (STRIDE) training.			
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.	Create senior faculty evaluation process, based on benchmarking data of peer institutions.	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.	Complete		
Life Sciences Institute	Ensure the retention of LSI faculty through the provision of a work environment where they feel heard, included and invested.	Formalize faculty award process.	Complete		
Life Sciences Institute	Ensure the retention of LSI faculty through the provision of a work environment where they feel heard, included and invested.	Pursue more formal program creation and outreach for a diversity sabbatical.			
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		Just Started
Life Sciences Institute	Ensure the retention of LSI faculty through the provision of a work environment where they feel heard, included and invested.	Conduct equal pay/salary studies for faculty.	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.	Include DEI contributions and impact in the annual faculty performance evaluation process.	Complete		
Life Sciences Institute	Ensure the retention of LSI faculty through the provision of a work environment where they feel heard, included and invested.	Offer exit interviews for research-track faculty to ascertain why individuals are leaving employment with the LSI.	Complete		
Life Sciences Institute	Increase outreach efforts to recruit more diverse applicants for administrative and laboratory staff positions.	Provide job description template to faculty at the LSI who are currently seeking to fill vacancies that includes a statement of our value for a climate for success.	Complete		
Life Sciences Institute	Increase outreach efforts to recruit more diverse applicants for administrative and laboratory staff positions.	Use TapRecruit to assist with writing job descriptions for LSI postings.	Complete		






School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Life Sciences Institute	Increase outreach efforts to recruit more diverse applicants for administrative and laboratory staff positions.	Conduct equal pay/salary studies for lab/research staff.	Complete	●	
Life Sciences Institute	Increase outreach efforts to recruit more diverse applicants for administrative and laboratory staff positions.	Track demographic information of LSI employees and staff hire trends.	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.	Proactively communicate about the U-M Career Path Navigator to better explain career paths and promotion opportunities.	Complete	●	
Life Sciences Institute	Increase efforts to retain staff members.	Track the rate of turnover, lateral or upward moves in administrative staff positions.	Complete	●	
Life Sciences Institute	Increase efforts to retain staff members.	Send exit interview surveys to staff upon departure to gather data.	Complete	●	
Life Sciences Institute	Increase efforts to retain staff members.	Conduct annual review of exit surveys with LSI leadership to discuss any trends.	In Progress	●	Almost Complete
Life Sciences Institute	Increase our outreach efforts to enhance the 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	●	Almost Complete
Life Sciences Institute	Increase our outreach efforts to enhance the recruitment of postdoctoral research fellows who are from groups underrepresented at the LSI.	Create a postdoctoral research fellow hiring process.	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.	Investigate integration of DEI statement/commitment into 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.	Integrate a postdoc-to-faculty hiring opportunity through the Michigan Life Sciences Fellows program where DEI statement/commitment is a requirement for program inclusion.	Complete	●	
Life Sciences Institute	Seek to retain trainees by offering resources and a supportive climate.	Seek means to provide financial support for all Program in Chemical Biology graduate students, including underrepresented minorities, that will supplement or replace funding.	In Progress	●	Halfway 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.	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	●	Almost Complete
Life Sciences Institute	Seek to retain trainees by offering resources and a supportive climate.	Send exit interview surveys to postdoctoral research fellows to ascertain why individuals are leaving the LSI.	Complete	●	
Life Sciences Institute	Provide training opportunities for the broader LSI community.	Host anti-racism learning groups (e.g., book and journal/podcast clubs).	Complete	●	
Life Sciences Institute	Provide training opportunities for the broader LSI community.	Offer regular training about core DEI topics for the LSI community.	In Progress	●	Somewhat Complete




School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Life Sciences Institute	Provide training opportunities for the broader LSI community.	Continue to review feedback when deciding which training opportunities are appropriate.	Complete	●	
Life Sciences Institute	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.	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").	Complete	●	
Life Sciences Institute	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.	Develop and socialize unite-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.	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.	Complete	●	
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, as requested.	Complete	●	
Life Sciences Institute	Provide training to support administrative staff in their roles.	Continue to incorporate education sessions at administrative 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	●	Halfway Complete
Life Sciences Institute	Engage the LSI community in developing, evaluating and prioritizing actions and strategies for how to improve diversity, equity and inclusion.	Provide an opportunity for LSI members to react and engage with the 2019 climate survey findings.	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 LSI-wide town halls and discussions to address DEI topics.	Complete	●	
Life Sciences Institute	Engage the LSI community in developing, evaluating and prioritizing actions and strategies for how to improve diversity, equity and inclusion.	Gather feedback from existing groups (e.g., trainees, lab managers).	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.	Incorporate a DEI section in the LSI internal 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.	Continue to develop more robust DEI webpage content.	In Progress	●	Somewhat Complete
Life Sciences Institute	Continue to incorporate DEI values into LSI communications and regularly communicate our progress on our plans and objectives with the LSI community.	Create short DEI communication pieces to share with labs.	In Progress	●	Just Started

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.	Continue to explore new methods to improve internal communications (e.g., additional digital screens, conference rooms).			
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.	Create a DEI values graphic for a variety of communications uses.	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		Almost Complete
Life Sciences Institute	Integrate new members of the LSI community in a structured onboarding process and establish a common understanding of expectations for all members.	Create standard onboarding documentation for new lab members.	In Progress		Almost Complete
Life Sciences Institute	Integrate new members of the LSI community in a structured onboarding process and establish a common understanding of expectations for all members.	Increase accessibility of building tours.	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.	Share the LSI Statement of Community Values with all new members.	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 shared equipment.	In Progress		Just Started
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		
Life Sciences Institute	Foster inclusion for all members of the LSI community through events and activities, both professional and social.	Think creatively about how to foster inclusion in current environment, including offering online training, offering support for virtual conferences, and hosting town hall discussions.	Complete		
Life Sciences Institute	Be inclusive in our presentation of LSI-sponsored events and activities.	Invite speakers from diverse backgrounds to participate in LSI-hosted events.	Complete		
Life Sciences Institute	Be inclusive in our presentation of LSI-sponsored events and activities.	Promote inclusive meetings and events resources with LSI community.	Complete		
Life Sciences Institute	Be inclusive in our presentation of LSI-sponsored events and activities.	Restructure the LSI DSPT to allow for more fluid membership of the committee and regularly advertise the opportunity to join the group.	Complete		
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.	Complete		
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.	Not Started		
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		

School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Life Sciences Institute	Expand efforts to support international members of the LSI.	Host fellowship workshop for international researchers.	Complete		
Life Sciences Institute	Expand efforts to support international members of the LSI.	Host immigration event for all members of the LSI community.	In Progress		Halfway Complete
Life Sciences Institute	Expand efforts to support international members of the LSI.	Highlight and celebrate our international researchers (e.g., screen slides of our global representation).	Complete		
Life Sciences Institute	Expand efforts to support international members of the LSI.	Gather information from the international community about ways the LSI can be more welcoming to international members.	Complete		
Life Sciences Institute	Expand efforts to support the LGBTQ community at the LSI.	Provide information about how to incorporate the use of pronouns within email signatures.	Complete		
Life Sciences Institute	Expand efforts to support the LGBTQ community at the LSI.	Continue to incorporate relevant content in regular communication channels to show support of the LGBTQ community (e.g., International Pronouns Day, Pride Month).	Complete		
Life Sciences Institute	Expand efforts to support the LGBTQ community at the LSI.	Host an Ally Development Training for the LSI community.	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.	Continue to support 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.	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			
Life Sciences Institute	Provide support to increase the impact of LSI outreach efforts.	Continue to expand scope of the Aspinaut 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.	Highlight outreach efforts in LSI communications to encourage broader participation.	Complete		
Life Sciences Institute	Provide support to increase the impact of LSI outreach efforts.	Compile opportunities for community outreach and share information about these opportunities with members of the LSI.	In Progress		Somewhat 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	Increase LSI impact on diversity, equity and inclusion goals through partnerships with U-M student groups, University programs, and departments.	Meet with relevant University-affiliated 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.	Collaborate with relevant departments/units for DEI events.	Complete		
Life Sciences Institute	Enhance the communication and outreach of the LSI scientific cores/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 LSI cores/centers including website, flyers, presentations and face to face meeting materials to ensure the centers' mission, expertise and operations are clearly understood.	Complete		

School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Life Sciences Institute	Enhance the communication and outreach of the LSI scientific cores/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 LSI cores/centers to ensure that they display diverse subjects.	Complete		
Life Sciences Institute	Enhance the communication and outreach of the LSI scientific cores/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 LSI core/center services.	Complete		
Matthaei Botanical Garden & Nichols Arboretum	Make progress toward our long-term vision of broad diversity in staff, interns and visitors at Matthaei-Nichols by placing DEI at the center of our recruitment, hiring and retention practices.	Develop relationships and outreach with student centers on campus, such as the multicultural and first generation student centers to encourage a pipeline of diverse applicants.	In Progress		Just Started
Matthaei Botanical Garden & Nichols Arboretum	Make progress toward our long-term vision of broad diversity in staff, interns and visitors at Matthaei-Nichols by placing DEI at the center of our recruitment, hiring and retention practices.	Continue to advertise staff positions broadly to encourage a diverse pool of applicants.	Complete		
Matthaei Botanical Garden & Nichols Arboretum	Make progress toward our long-term vision of broad diversity in staff, interns and visitors at Matthaei-Nichols by placing DEI at the center of our recruitment, hiring and retention practices.	Review our job descriptions and staff selection processes to reduce bias and value all lived experiences as applications are reviewed and ranked.	In Progress		Somewhat Complete
Matthaei Botanical Garden & Nichols Arboretum	Make progress toward our long-term vision of broad diversity in staff, interns and visitors at Matthaei-Nichols by placing DEI at the center of our recruitment, hiring and retention practices.	Implement new student pay policy that was delayed due to COVID-19 for summer interns to improve internship programs for students from a wider range of backgrounds and economic situations.	Complete		
Matthaei Botanical Garden & Nichols Arboretum	Make progress toward our long-term vision of broad diversity in staff, interns and visitors at Matthaei-Nichols by placing DEI at the center of our recruitment, hiring and retention practices.	Attend 4 job fairs or the equivalent student events over the course of the year that focus on student employment.	Complete		
Matthaei Botanical Garden & Nichols Arboretum	Make progress toward our long-term vision of broad diversity in staff, interns and visitors at Matthaei-Nichols by placing DEI at the center of our recruitment, hiring and retention practices.	Explore and utilize resources from U-M and the other sources that inform diversity of recruitment.	In Progress		Just Started
Matthaei Botanical Garden & Nichols Arboretum	Make progress toward our long-term vision of broad diversity in staff, interns and visitors at Matthaei-Nichols by placing DEI at the center of our recruitment, hiring and retention practices.	Update our compensation policy to define the parameters of Market Value based wages, to ensure pay equity.	Not Started		
Matthaei Botanical Garden & Nichols Arboretum	Make progress toward our long-term vision of broad diversity in staff, interns and visitors at Matthaei-Nichols by placing DEI at the center of our recruitment, hiring and retention practices.	Explore initiatives that focus on collaboration and relationship building with student organizations in volunteering and stewardship.	Not Started		
Matthaei Botanical Garden & Nichols Arboretum	Increase diversity in leadership positions.	Make job skills and professional development goals part of the employee review process.	In Progress		Somewhat Complete
Matthaei Botanical Garden & Nichols Arboretum	Increase diversity in leadership positions.	Supervisors mentor staff during regular discussions to explore aspirations for professional development and develop strategies for success.	In Progress		Somewhat Complete

School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Matthaei Botanical Garden & Nichols Arboretum	Increase diversity in leadership positions.	DEI related training is included as one of the professional development workshops that Matthaei-Nichols offers to students as part of the Nature Academy internship program.	In Progress		Just Started
Matthaei Botanical Garden & Nichols Arboretum	Identify and explore additional options for serving the DEI goals of other units with a variety of groups including Faculty Associates.	Continue working with Wolverine Pathways implementers to identify how we can best serve this key campus-wide priority.	In Progress		Just Started
Matthaei Botanical Garden & Nichols Arboretum	Identify and explore additional options for serving the DEI goals of other units with a variety of groups including Faculty Associates.	Explore the DEI goals represented by the Faculty Associates group.	Not Started		
Matthaei Botanical Garden & Nichols Arboretum	Identify and explore additional options for serving the DEI goals of other units with a variety of groups including Faculty Associates.	Research ways to increase the use of our spaces for hosting student groups, community meetings, study days and more.	In Progress		Somewhat Complete
Matthaei Botanical Garden & Nichols Arboretum	Identify and explore additional options for serving the DEI goals of other units with a variety of groups including Faculty Associates.	Invite greater participation by integrating exhibits and programs into overall U-M inclusion activities such as African-American History Months or the Diversity Summit.	In Progress		Just Started
Matthaei Botanical Garden & Nichols Arboretum	Use the Campus Farm to spread the message of Food Justice.	Continue to host Rackham DEI Certificate students who came to the Campus Farm as part of a food justice session.	In Progress		Somewhat Complete
Matthaei Botanical Garden & Nichols Arboretum	Use the Campus Farm to spread the message of Food Justice.	Continue to work with UM Sustainable Food Program and newly formed UM chapter of Minorities in Agriculture and Natural Resources and Related Sciences (MANRRS) as well as other groups on campus to co-promote and co-host sustainable food and agriculture related events including farm workdays for identity based organization and or affinity groups on campus.	Complete		
Matthaei Botanical Garden & Nichols Arboretum	Use the Campus Farm to spread the message of Food Justice.	Continue to utilize the farm and its programs as a platform for engaging students in ideas around food justice and DEI as it relates to the food systems by addressing these issues during class visits, guest lectures/presentations, workdays, tabling events, and social media posts.	Complete		
Matthaei Botanical Garden & Nichols Arboretum	Build DEI skills and provide DEI experiences for all staff, including student staff and non-FTE.	Conduct bi-annual workplace climate survey that includes effectiveness of DEI training.	Complete		
Matthaei Botanical Garden & Nichols Arboretum	Build DEI skills and provide DEI experiences for all staff, including student staff and non-FTE.	Ensure assigned DEI Action Items are included in individual and teamwork plans.	Complete		
Matthaei Botanical Garden & Nichols Arboretum	Build DEI skills and provide DEI experiences for all staff, including student staff and non-FTE.	Utilize data from climate surveys to develop staff competencies and skills in DEI to inform workshops provided.	Complete		
Matthaei Botanical Garden & Nichols Arboretum	Build DEI skills and provide DEI experiences for all staff, including student staff and non-FTE.	Provide at least 3 DEI related workshops or experiences with a range of topics for regular, student and volunteer staff.	Complete		
Matthaei Botanical Garden & Nichols Arboretum	Build DEI skills and provide DEI experiences for all staff, including student staff and non-FTE.	All regular FTE employees will attend at least two annual DEI Experiences, part time or shortterm employees will attend a proportional amount.	Complete		
Matthaei Botanical Garden & Nichols Arboretum	Build DEI skills and provide DEI experiences for all staff, including student staff and non-FTE.	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.	Not Started		

School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Matthaei Botanical Garden & Nichols Arboretum	Increase diversity, equity and inclusion among participants in our U-M student programs and in awards given to students.	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 and in awards given to students.	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 and in awards given to students.	Increase marketing to reach all students who are eligible to apply.	Complete		
Matthaei Botanical Garden & Nichols Arboretum	Increase diversity, equity and inclusion among participants in our U-M student programs and in awards given to students.	Use the tools we have established to mitigate unconscious bias in new hires as we determine the winner of student awards.	In Progress		Just Started
Matthaei Botanical Garden & Nichols Arboretum	Increase diversity, equity and inclusion among participants in our U-M student programs and in awards given to students.	Increase availability of virtual tours to provide access to our programs for those with transportation challenges.	In Progress		Somewhat Complete
Matthaei Botanical Garden & Nichols Arboretum	Create a culture and environment of inclusivity and equity.	Recruit diverse community members to our Vision Leaders Group.	In Progress		Just Started
Matthaei Botanical Garden & Nichols Arboretum	Create a culture and environment of inclusivity and equity.	Continue to 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.	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.	In Progress		Halfway Complete
Matthaei Botanical Garden & Nichols Arboretum	Create a culture and environment of inclusivity and equity.	Include DEI co-leads in Directors Advisory Committee meetings to ensure DEI is at the core of all we do.	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	Remove a key barrier to participation in our landscapes and programs.	Integrate accessibility improvements into capital requests and planning.	Not Started		
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 ways to increase the use of our building spaces for hosting student groups, community meetings, study days, and more.	In Progress		Somewhat Complete
Matthaei Botanical 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.	Not 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.	Not Started		

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.	Create a 'personal room' which can be used as private space for nursing mothers, prayer or other private needs of staff and visitors.	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.	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 straw-bale building at the Campus Farm as part of collaborative projects with Indigenous and University partners.	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, including minority arts organizations.	In Progress		Just Started
Matthaei Botanical Garden & Nichols Arboretum	Provide exhibits and outreach that invite participation and increase mutual understanding.	Research and implement 2 exhibits each year that reflect diverse themes, artists and cultures.	Not Started		
Matthaei Botanical Garden & Nichols Arboretum	Provide exhibits and outreach that invite participation and increase mutual understanding.	Publicize and promote exhibits broadly especially reaching out to diverse audiences.	Not Started		
Matthaei Botanical Garden & Nichols Arboretum	Provide exhibits and outreach that invite participation and increase mutual understanding.	Identify, prioritize and implement an engagement strategy with people using the ArcGIS living database as a means of relationship building and connecting our plant collections with various cultures.	In Progress		Just 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		Halfway Complete
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
Matthaei Botanical Garden & Nichols Arboretum	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.	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").	Complete		
Matthaei Botanical Garden & Nichols Arboretum	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.	Develop and socialize unite-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		Almost Complete
Matthaei Botanical Garden & Nichols Arboretum	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.	Explore training on sexual harassment and misconduct support for supervisors and managers.	In Progress		Just Started
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.	Complete		

School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
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		
Matthaei Botanical Garden & Nichols Arboretum	Ensure that staff understand and feel free to report conflicts and concerns within Matthaei-Nichols.	Create an onboarding tool that will be a resource to set behavioral standards and reference for reporting issues.	Complete		
Matthaei Botanical Garden & Nichols Arboretum	Ensure that staff understand and feel free to report conflicts and concerns within Matthaei-Nichols.	Supervisors 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		
Matthaei Botanical Garden & Nichols Arboretum	Ensure that staff understand and feel free to report conflicts and concerns within Matthaei-Nichols.	Set the expectation that volunteers will assist regular staff in ensuring an inclusive and equitable environment.	In Progress		Somewhat Complete
Matthaei Botanical Garden & Nichols Arboretum	Use our properties, website and social media to increase accessibility of information, resources and opportunities for collaboration.	Extend invitations to apply for internships to the over 100 M-STEM and Bridge Program students who participate in Campus Farm programs every summer.	Complete		
Matthaei Botanical Garden & Nichols Arboretum	Use our properties, website and social media to increase accessibility of information, resources and opportunities for collaboration.	Continue outreach that supports learning experiences at the U-M with underrepresented youth from SE Michigan and other areas around the state.	In Progress		Somewhat Complete
Matthaei Botanical Garden & Nichols Arboretum	Use our properties, website and social media to increase accessibility of information, resources and opportunities for collaboration.	Continue to help fund field trips and programs for youth attending Title One schools.	In Progress		Somewhat Complete
Matthaei Botanical Garden & Nichols Arboretum	Use our properties, website and social media to increase accessibility of information, resources and opportunities for collaboration.	Reach out to communities of color for inclusive events, open to anyone who is interested, such as Black Birder's Week and other nature related events.	In Progress		Somewhat Complete
Matthaei Botanical Garden & Nichols Arboretum	Use our properties, website and social media to increase accessibility of information, resources and opportunities for collaboration.	Look for opportunities to collaborate with groups that support youth, including youth of color, highlighting the long tradition of reverence and cultural significance of plants, animals and natural areas.	In Progress		Just Started
Matthaei Botanical Garden & Nichols Arboretum	Use our properties, website and social media to increase accessibility of information, resources and opportunities for collaboration.	Increase availability of virtual tours to provide access to our programs for those with transportation challenges.	In Progress		Somewhat Complete
Matthaei Botanical Garden & Nichols Arboretum	Use our properties, website and social media to increase accessibility of information, resources and opportunities for collaboration.	Continue to provide content on our website and social media that supports our DEI goals and represents our diversity in photos, text, events and more.	In Progress		Somewhat Complete
Michigan Medicine	Leverage Michigan Medicine measurement and metrics tools to develop departmental data narrative and continue tracking 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 develop departmental data narrative and continue tracking activity and progress towards DEI goals.	Employ data-supported evaluation and accountability tracking structure.	Complete		
Michigan Medicine	Leverage Michigan Medicine measurement and metrics tools to develop departmental data narrative and continue tracking activity and progress towards DEI goals.	Provide storyboarding tools and resources to DEI Leads and organizational partners to utilize the Organizational Dashboard for developing core messages and DEI action planning.	Complete		
Michigan Medicine	Leverage Michigan Medicine measurement and metrics tools to develop departmental data narrative and continue tracking activity and progress towards DEI goals.	Maintain a Departmental Dashboard that is based on the Organizational Dashboard model to inform departmental DEI strategy.	Complete		











School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Michigan Medicine	Sustainable Infrastructure to Support Michigan Medicine DEI that directly addresses becoming an Anti-Racist Academic Medical Center and leads to culture transformation.	Executive Steering committee to support leadership engagement.	Complete		
Michigan Medicine	Sustainable Infrastructure to Support Michigan Medicine DEI that directly addresses becoming an Anti-Racist Academic Medical Center and leads to culture transformation.	Diversity Working Group that executes recommendations of Executive Steering Committee.	Complete		
Michigan Medicine	Sustainable Infrastructure to Support Michigan Medicine DEI that directly addresses becoming an Anti-Racist Academic Medical Center and leads to culture transformation.	Development of Anti-Racism Oversight Committee to focus on culture transformation by analyzing organizational policies and practices and building an action plan	Complete		
Michigan Medicine	Sustainable Infrastructure to Support Michigan Medicine DEI that directly addresses becoming an Anti-Racist Academic Medical Center and leads to culture transformation.	Continue LGBTQ Advisory Committee to develop and build policies and practices related to the equity and inclusion of LGBTQ patients, visitors and employees: Develop a list of providers having a clinical interest in LGBTQ+ health.	Complete		
Michigan Medicine	Sustainable Infrastructure to Support Michigan Medicine DEI that directly addresses becoming an Anti-Racist Academic Medical Center and leads to culture transformation.	Continue LGBTQ Advisory Committee to develop and build policies and practices related to the equity and inclusion of LGBTQ patients, visitors and employees: Conduct an environmental scan.	Complete		
Michigan Medicine	Sustainable Infrastructure to Support Michigan Medicine DEI that directly addresses becoming an Anti-Racist Academic Medical Center and leads to culture transformation.	Continue LGBTQ Advisory Committee to develop and build policies and practices related to the equity and inclusion of LGBTQ patients, visitors and employees: Add SOGIE questions to our patient satisfaction survey.	Complete		
Michigan Medicine	Sustainable Infrastructure to Support Michigan Medicine DEI that directly addresses becoming an Anti-Racist Academic Medical Center and leads to culture transformation.	Continue LGBTQ Advisory Committee to develop and build policies and practices related to the equity and inclusion of LGBTQ patients, visitors and employees: Develop a logo and presence for our work.	In Progress		Halfway Complete
Michigan Medicine	Sustainable Infrastructure to Support Michigan Medicine DEI that directly addresses becoming an Anti-Racist Academic Medical Center and leads to culture transformation.	Support framework to guide the work of Faculty Leads for constituent communities.	Complete		
Michigan Medicine	Sustainable Infrastructure to Support Michigan Medicine DEI that directly addresses becoming an Anti-Racist Academic Medical Center and leads to culture transformation.	Socialize "Accountability Toolkit" to Michigan Medicine leadership.	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 the 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.	Health Equity Leadership Scholars Program.	Complete		
Michigan Medicine	Champion and promote aligned criteria and guidance for recruitment, hiring, and selection that support diverse application pools.	Continue Leadership and Enrichment for Academic Diversity (Lead) Curriculum.	Complete		
Michigan Medicine	Champion and promote aligned criteria and guidance for recruitment, hiring, and selection that support diverse application pools.	Engage with applicants by creating virtual recruitment opportunities 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.	Diversity Fund -- assist faculty recruitment and advancement efforts that promote diversity, health equity and inclusion.	Complete		













School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Michigan Medicine	Champion and promote aligned criteria and guidance for recruitment, hiring, and selection that support diverse application pools.	Med/Premed Student Organization Advising and Coaching--work strategically with leadership teams from student organizations (e.g. BMA, LANAMA, BUMA, MAPS etc.).	Complete		
Michigan Medicine	Champion and promote aligned criteria and guidance for recruitment, hiring, and selection that support diverse application pools.	Share tools available to increase diverse applicant pools during the recruiting phase.	Complete		
Michigan Medicine	Champion and promote aligned criteria and guidance for recruitment, hiring, and selection that support diverse application pools.	Create resources for staff and faculty during new employee orientation and onboarding that showcase DEI commitment and programs (resource groups, community conversations) to build community.	In Progress		Almost 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.	Continue developing triage process.	Complete		
Michigan Medicine	Deliver and design learning solutions using a variety of delivery methods to support DEI for everyone; faculty, staff, and learners.	Implement 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.	Complete		
Michigan Medicine	Deliver and design learning solutions using a variety of delivery methods to support DEI for everyone; faculty, staff, and learners.	Develop a process for all licensed professionals to complete Unconscious Bias.	In Progress		Just Started
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.	Utilize needs assessment for Cultural Awareness and identify tools for increasing cultural sensitivity across Michigan Medicine to enhance patient care.	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.	Organize "Humanity Series" to celebrate diverse cultures and provide education on care considerations for different populations.	Complete		
Michigan Medicine	Deliver and design learning solutions using a variety of delivery methods to support DEI for everyone; faculty, staff, and learners.	Launch internal DEI learning portal and define tracks, 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.	Maintain mini-grant program to help foster innovative DEI efforts and projects.	Not Started		
Michigan Medicine	Deliver and design learning solutions using a variety of delivery methods to support DEI for everyone; faculty, staff, and learners.	Healthcare Equity and Quality Scholars Program (HEQSP).	Complete		
Michigan Medicine	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.	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").	Complete		
Michigan Medicine	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.	Develop and socialize unite-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.	Not Started		
Michigan Medicine	Support framework for DEI resource groups to advise leadership on Michigan Medicine climate.	Implement framework to support resource groups and bring forward community needs and elevate to senior leadership.	In Progress		Almost Complete












School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Michigan Medicine	Support framework for DEI resource groups to advise leadership on Michigan Medicine climate.	Uplift resource group actions and concerns by utilizing Breakfast with leadership model.	In Progress		Halfway 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 advisors during onboarding.	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 and departmental DEI committee(s).	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.	Continue to enhance patient experience in alignment with Health Equity Index.	Complete		
Michigan Medicine	Provide education, training, communication and support for DEI Unit Implementation Leads across Michigan Medicine.	Support Vice Chairs for Diversity, Equity and Inclusion: Supporting each other in this work.	Complete		
Michigan Medicine	Provide education, training, communication and support for DEI Unit Implementation Leads across Michigan Medicine.	Support Vice Chairs for Diversity, Equity and Inclusion: Increase awareness of best practices, pitfalls, and opportunities for alignment.	Complete		
Michigan Medicine	Provide education, training, communication and support for DEI Unit Implementation Leads across Michigan Medicine.	Support Vice Chairs for Diversity, Equity and Inclusion: Critically review our DEI efforts, metrics, outcomes.	Complete		
Michigan Medicine	Provide education, training, communication and support for DEI Unit Implementation Leads across Michigan Medicine.	Support Vice Chairs for Diversity, Equity and Inclusion: Be more synergistic in our DEI work.	Complete		
Michigan Medicine	Provide education, training, communication and support for DEI Unit Implementation Leads across Michigan Medicine.	Support Vice Chairs for Diversity, Equity and Inclusion: Decrease the silos.	Complete		
Michigan Medicine	Provide education, training, communication and support for DEI Unit Implementation Leads across Michigan Medicine.	Support Vice Chairs for Diversity, Equity and Inclusion: Be advisors to the Chairs and Deans Advisory Council for DEI activities and strategies.	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.	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.	Roll out Leadership Development for DEI Implementation Leads.	Complete		
Michigan Medicine	Provide education, training, communication and support for DEI Unit Implementation Leads across Michigan Medicine.	Grant DEI Advocate Award.	In Progress		Almost Complete
Michigan Medicine	Develop a communication strategy and utilize Social Media to curate stories across Michigan Medicine.	Train DEI Social Media Ambassadors.	Complete		
Michigan Medicine	Develop a communication strategy and utilize Social Media to curate stories across Michigan Medicine.	Build DEI Communication strategy that includes all voices.	Complete		
Michigan Medicine	Develop a communication strategy and utilize Social Media to curate stories across Michigan Medicine.	Develop communication strategy in alignment with DEI Strategy and coordinate communication strategy across organizational partners.	Complete		

School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Michigan Medicine	Develop a communication strategy and utilize Social Media to curate stories across Michigan Medicine.	Develop Communication Preference Study for Michigan Medicine.	In Progress		Halfway Complete
Michigan Medicine	Facilitate support for health equity concerns within Michigan Medicine and beyond.	Continue Quality Improvement with Standardized Patient program in the Medical School.	In Progress		Halfway Complete
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.	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.	Engage local and State of Michigan initiatives on Health Equity.	Complete		
Michigan Medicine	Facilitate support for health equity concerns within Michigan Medicine and beyond.	Develop a strategy to evaluate access through DEI Lens: Appointment Scheduling.	Not Started		
Michigan Medicine	Facilitate support for health equity concerns within Michigan Medicine and beyond.	Develop a strategy to evaluate access through DEI Lens: Time to important procedures.	Not Started		
Michigan Medicine	Facilitate support for health equity concerns within Michigan Medicine and beyond.	Develop a strategy to evaluate access through DEI Lens: Insurance.	Not Started		
Michigan Medicine	Facilitate support for health equity concerns within Michigan Medicine and beyond.	Develop a strategy to evaluate access through DEI Lens: Transportation.	Not Started		
Michigan Medicine	Facilitate support for health equity concerns within Michigan Medicine and beyond.	Develop a strategy to evaluate access through DEI Lens: Termination of patients.	Not Started		
Michigan Medicine	Facilitate support for health equity concerns within Michigan Medicine and beyond.	Expand national presence.	Complete		
Officer Education Programs	Demographic that Leads the Diversity Efforts of Department of Defense (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 broadly diverse candidates to the program.	In Progress		Almost Complete
Officer Education Programs	Demographic that Leads the Diversity Efforts of Department of Defense (DoD) and Be More Reflective of the UM Population.	Focus on campus and utilize cadet peer groups to attract key diversity candidates.	In Progress		Almost Complete
Officer Education Programs	Demographic that Leads the Diversity Efforts of Department of Defense (DoD) and Be More Reflective of the UM Population.	Continue our High School Recruiting efforts based on high schools with high percentages of minority students. Utilize Gold Bar Diversity Recruiters to focus on minority high schools.	In Progress		Almost Complete
Officer Education Programs	Demographic that Leads the Diversity Efforts of Department of Defense (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.	Not Started		
Officer Education Programs	Demographic that Leads the Diversity Efforts of Department of Defense (DoD) and Be More Reflective of the UM Population.	Utilize informational displays during campus events.	In Progress		Almost Complete
Officer Education Programs	Demographic that Leads the Diversity Efforts of Department of Defense (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.	In Progress		Just Started
Officer Education Programs	Enhance Diversity Training Already in Place.	Making mandated Department of Defense (DoD) training more engaging and interactive in order to promote a greater understanding amongst individuals.	In Progress		Almost Complete

School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Officer Education Programs	Enhance Diversity Training Already in Place.	Utilize impact training through the University to broaden perspectives outside of Department of Defense (DoD) training.	Complete		
Officer Education Programs	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.	Support unit-level participation in mandatory training.	Complete		
Officer Education Programs	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.	Utilize impact training through the University to broaden perspectives outside of Department of Defense (DoD) training.	Complete		
Officer Education Programs	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.	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		Almost Complete
Officer Education Programs	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.	Develop and socialize unite-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.	Complete		
Officer Education Programs	Educate and promote pathways for conflict resolution.	Utilize chain of command effectively.	In Progress		Almost Complete
Officer Education Programs	Educate and promote pathways for conflict resolution.	Promote open door policy.	In Progress		Almost 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 & Air Force Service Symposium in order to promote awareness of women in military service.	Complete		
Officer Education Programs	Enhance diversity awareness in the workplace.	Broaden cultural awareness through outside leader engagement in order to provide differing perspectives.	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.	In Progress		Almost Complete
Officer Education Programs	Aligned with A. Recruitment, Retention and Development, B. Education and Scholarship, and C. Promoting an Equitable and Inclusive Community.	Devote efforts to ensure success of above strategies. See A., B., and C.	In Progress		Halfway Complete
Office of Budget and Planning	Attract a diverse staff in accordance with U-M Central Human Resources Diversity Recruitment Initiative.	Working in cooperation with central HR, we will assure our future open positions are posted widely.	Complete		
Office of Budget and Planning	Attract a diverse staff in accordance with U-M Central Human Resources Diversity Recruitment Initiative.	Include messaging on the importance of DEI in open position posting.	Complete		
Office of Budget and Planning	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		

School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Office of Budget and Planning	Commit to supporting high quality professional development and learning opportunities to enhance performance and career growth of staff.	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.	Complete		
Office of Budget and Planning	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.	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").	Complete		
Office of Budget and Planning	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.	Develop and socialize unite-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
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.	Remind staff members about the administrative processes that can be used to request help around diversity, equity and inclusion within OBP and other settings.	Complete		
Office of Budget and Planning	Commit to fostering a more inclusive and equitable environment in OBP.	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.	Ensure that everyone enters "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		

School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
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 OPB 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 any appropriate 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 to work with the Office of Admissions, Financial Aid Office and the Detroit Chamber to increase the number of Detroit Promise students enrolled at UM.	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. Continue Partnerships.	Complete		
Office of Diversity, Equity and Inclusion	Ensure the diversity of staff at all levels of the division: Implement standards to improve the recruitment, hiring and selection process to enhance the potential for increasing the diversity of the staff.	Ensure that new policies and guidelines are communicated and implemented to support equitable and inclusive staff recruitment and hiring/selection.	In Progress		Almost Complete
Office of Diversity, Equity and Inclusion	Ensure the diversity of staff at all levels of the division: Implement standards to improve the recruitment, hiring and selection process to enhance the potential for increasing the diversity of the staff.	Document and process all new staff in the onboarding process.	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.	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. That is, rather than a focus group that only African-American staff can attend, we may have a focus group, open to all, that would address "issues affecting African-American staff".	Complete		

School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Office of Diversity, Equity and Inclusion	Evaluate and improve practices that support the success, retention and promotion of a diverse staff.	Continue to 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	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.	Complete		
Office of Diversity, Equity and Inclusion	Foster a positive climate for diversity that encourages staff members to grow and embrace diversity as a core value and as a vital component of the division and the institution. (staff)	Provide unit wide gatherings once a semester for leadership to share vision related to DEI and to reinforce positive group interactions that foster a healthy unit climate.	Complete		
Office of Diversity, Equity and Inclusion	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 that are interested, that celebrate the achievements, commonalities and differences that characterize the experiences of African/African-American, Arab, MENA, Latinx, Asian Pacific Islander, First Generation, and Native communities.	Complete		
Office of Diversity, Equity and Inclusion	Work collaboratively and cooperatively with the campus and external constituencies to sustain or grow initiatives that enrich the academic, social, cultural, and personal development of a diverse group of students.	OAMI will partner with the Native American Student Association (NASA) to host the annual Dance for Mother Earth Powwow in April.	Complete		
Office of Diversity, Equity and Inclusion	Work collaboratively and cooperatively with the campus and external constituencies to sustain or grow initiatives that enrich the academic, social, cultural, and personal development of a diverse group of students.	OAMI coordinates U-M Annual 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		
Office of Diversity, Equity and Inclusion	Support a safe climate for all genders, sexes, and sexual orientations.	Staff members will be encouraged to attend the Moving the Needle performances on sexual harassment offered by the CRLT Players.			
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 & Recruitment will refine and update WP's strategic recruitment plan in light of the outcomes of the 2019-2020 recruiting season and WP intent to grow its reach and impact via remote programming.	Complete		
Office of Diversity, Equity and Inclusion	Continue to grow Wolverine Pathways through student participation, and successfully prepare students for entry into the university.	Program Manager for Campus and Community Relations will assess the outcomes of the revised WP application and admissions process to determine whether further improvements are warranted and institute those for the 2020-2021 recruiting year as would be compatible with WP's goal of increasing its remote footprint.	Complete		

School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Office of Diversity, Equity and Inclusion	Continue to grow Wolverine Pathways through student participation, and successfully prepare students for entry into the university.	Determine whether and how reliance on college admissions coaches and/or admissions reviewers (rather than on secondary teachers) to support the college application process should be revised in light of plans to extend WP's reach and impact via remote programming.	Complete		
Office of Diversity, Equity and Inclusion	Continue to grow Wolverine Pathways through student participation, and successfully prepare students for entry into the university.	Modify as would be appropriate for remote programming and the constraints imposed by the COVID-19 pandemic, 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 selective colleges.	Complete		
Office of Diversity, Equity and Inclusion	Continue to grow Wolverine Pathways through student participation, and successfully prepare students for entry into the university.	Continue to improve upon a scholar and parent curriculum that better supports high school selection, study habits, and the college application process in ways that are compatible with remote programming environments.	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 and in a manner that is consistent with remote programming.. Determine whether, where, and/or how to integrate financial literacy and social emotional learning given this same scope and sequence and the constraints and opportunities associated with remote programming.	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	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, in the year ahead, we plan to Explore Canvas Catalog, as well as, continue to support any new requirements of the Children on Campus policy.	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 faculty community of practice (Faculty Forum and S.O.S Fellowship).	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		

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.	Watson A. Young Scholarship.	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.	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.	University Outreach Council.	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 Pre-College and Youth Outreach Conference.	Complete	●	
Office of Diversity, Equity and Inclusion	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.	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”).	Complete	●	

School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Office of Diversity, Equity and Inclusion	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.	Develop and socialize unite-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.	Not Started		
Office of Enrollment Management	Use targeted outreach strategies to recruit and seek diverse and qualified applicant pools in areas of underutilization	Hiring manager partners with HR and/or U-M Staff Diversity Recruitment Coordinator for vacancies, particularly job titles that are part of job group with a federally mandated Affirmative Action goal.	Complete		
Office of Enrollment Management	Use targeted outreach strategies to recruit and seek diverse and qualified applicant pools in areas of underutilization	Hiring Manager/HR reviews and revises postings as needed and considers unique advertising options.	Complete		
Office of Enrollment Management	Use targeted outreach strategies to recruit and seek diverse and qualified applicant pools in areas of underutilization	HR Director runs applicant summary report to assess pool demographics and discusses demographics relevant to larger pool.			
Office of Enrollment Management	Develop staff mentoring program as part of onboarding process or staff engagement activity. 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 (NEW) Program or staff engagement activity..	In Progress		Just Started
Office of Enrollment Management	Develop staff mentoring program as part of onboarding process or staff engagement activity. 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.	In Progress		Just Started
Office of Enrollment Management	Develop staff mentoring program as part of onboarding process or staff engagement activity. Match new and existing professional employees with others to assist in career advancement and professional development.	Develop survey to measure progress and success.	Not Started		
Office of Enrollment Management	Perform job audit and equity review across OEM units for salary comparison within U-M and region.	Establish maintenance plan for pay equity and continued competitiveness.	Not Started		
Office of Enrollment Management	Perform job audit and equity review across OEM units for salary comparison within U-M and region.	Develop a life cycle and maintenance plan for equity reviews in the future.	Not Started		
Office of Enrollment Management	Equip employees directly responsible for hiring, promotions, and retention initiatives with training and tools to manage a diverse and inclusive work environment.	Build curriculum and require Leadership Council members to complete a series of development courses (with virtual delivery options) within 24 months of position attainment (e.g. Unconscious Bias, Change it Up, Crucial Conversations, and other LPD courses).	In Progress		Somewhat Complete
Office of Enrollment Management	Equip employees directly responsible for hiring, promotions, and retention initiatives with training and tools to manage a diverse and inclusive work environment.	Partner with HR to identify facilitators to prepare managers with skills needed to discuss diversity, equity, inclusion and access within their departments.	In Progress		Somewhat Complete
Office of Enrollment Management	Provide funding for activities related to diversity, equity & inclusion in the form of application for a grant.	Evaluate year one of micro-grant program.	Complete		
Office of Enrollment Management	Provide funding for activities related to diversity, equity & inclusion in the form of application for a grant.	Continue micro-grant program in Year Five with application and reflection requirement for staff upon distributed funds – pending FY21 budget constraints.	Complete		
Office of Enrollment Management	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.	Support new hire participation in mandatory training.	Complete		
Office of Enrollment Management	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.	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”).	Not Started		
















School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Office of Enrollment Management	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.	Develop and socialize unite-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.	Not Started		
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.	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 application engagement through the Coalition and Common Application for low/moderate income.	In Progress		Somewhat 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.	In Progress		Somewhat 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 2 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.	Michigan meets full demonstrated need for Michigan residents	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		Somewhat 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		Almost 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.	Refine recruitment plan for Native American students	In Progress		Almost 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		Almost Complete
Office of Enrollment Management	Community-Based Recruitment: Increase awareness of U-M by students in 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	Community-Based Recruitment: Increase awareness of U-M by students in Community-Based Organizations.	Establishment of MOU (Memorandum of Understanding) agreements with CBOs (Community-Based Organizations).			
Office of Enrollment Management	Community-Based Recruitment: Increase awareness of U-M by students in Community-Based Organizations.	Invite CBO (Community-Based Organizations) counselors to Counselors Fly-In program.	Not Started		
Office of Enrollment Management	Community-Based Recruitment: Increase awareness of U-M by students in Community-Based Organizations.	Recruitment staff visits to CBOs (Community-Based Organizations).	Complete		

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 40 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.	In Progress		Halfway 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 graduating students.	In Progress		Halfway 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.	In Progress		Almost 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.	In Progress		Almost 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.	In Progress		Almost 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.	In Progress		Almost 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.	In Progress		Almost 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.	In Progress		Almost 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.	In Progress		Almost 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		Almost Complete

School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Office of Enrollment Management	Implementation of extended ethnicity data collection and reporting in MPathways.	Design and develop reports.	Not Started		
Office of Enrollment Management	Implementation of extended ethnicity data collection and reporting in MPathways.	Develop criteria for use of data in research.	Not Started		
Office of Enrollment Management	Implementation of extended ethnicity data collection and reporting in MPathways.	Continue working with admission application services to include these data as collection points in their applications.	In Progress		Halfway Complete
Office of Enrollment Management	Develop and collect exit surveys for students who have left the institution.	Pilot survey and share results with leadership, including disaggregated data regarding low-income, URM, and firstgen populations.	In Progress		Halfway Complete
Office of Enrollment Management	Develop and collect exit surveys for students who have left the institution.	Identify potential programmatic & academic barriers to improve retention and graduation rates.	In Progress		Just Started
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 engage in targeted recruitment and marketing as part of overall job posting strategy.	Complete		
Office of the General Counsel	Increase diversity of OGC staff.	Identify appropriate training, similar to STRIDE, relating to unconscious bias in staff hiring, and require members of OGC search committees to have participated in that training within the past three years before participating in a search.	Complete		
Office of the General Counsel	Increase diversity of OGC staff.	Conduct training for all OGC staff on legal parameters applicable to pursuit of diversity in hiring.	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.	Based on success of last year's pilot, continue "blinding" resumes and cover letters for first round of staff searches.	Complete		
Office of the General Counsel	Promote staff professional development and career/title advancement.	Continue implementation of 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.	Require, as part of onboarding process, that all new staff participate in introductory DEI training (perhaps through Organizational Learning's DEI: The Basics) within the first month of their employment at OGC.	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.	Encourage staff to engage in the professional associations of their choice to expand available opportunities for themselves and others.	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		













School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Office of the General Counsel	Promote cultural competence of OGC staff.	Consider ways to promote more in-depth engagement with and discussions of diversity, equity, and inclusion-related issues, including issues of systemic/structural racism and privilege, potentially through an OGC book/media club or other activities.	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 (either in-person or virtually) for OGC staff.	Complete	●	
Office of the General Counsel	Promote cultural competence of OGC staff.	Continue to encourage staff to attend diversity, equity, and inclusion-themed University events and/or diversity, equity, and inclusion-themed events sponsored by the University or others.	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 and gender-based 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").	Complete	●	
Office of the General Counsel	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.	Develop and socialize unite-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.	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 continuation 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	Continue efforts to ensure all OGC staff feel welcomed and respected.	As discussed earlier in the plan, consider ways to promote more in-depth engagement with and discussions of diversity, equity, and inclusion-related issues, including issues of systemic/structural racism and privilege, potentially through an OGC book/media club or other activities.	Complete	●	
Office of the General Counsel	Continue efforts to ensure all OGC staff feel welcomed and respected.	Explore possibility of developing and conducting OGC climate survey for administration in Year Five.	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	●	

School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Office of the General Counsel	Partner more visibly in the University's and local community's diversity, equity, and inclusion outreach efforts.	Consider update to OGC mission statement to more fully reflect our commitment to/support of DEI, both as an office and in service to the University mission.	Complete	●	
Office of the General Counsel	Partner more visibly in the University's and local community's diversity, equity, and inclusion outreach efforts.	Identify ways to assist and work in partnership with our campus law enforcement community in its goals of fair, just, and equitable policing practices.	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 DEI events in partnership with Fleming DEI leads or other units across campus.	Complete	●	
Office of the General Counsel	Partner more visibly in the University's and local community's diversity, equity, and inclusion outreach efforts.	Select, with staff input, at least one community engagement effort in which OGC can participate as an office.	Complete	●	
Office of the General Counsel	Partner more visibly in the University's and local community's diversity, equity, and inclusion outreach efforts.	Continue to expand, based on client needs and/or our perceptions thereof, the audience of the seminars, trainings, and presentations that OGC conducts on campus on legal issues related to diversity, equity, and inclusion or otherwise, including by exploring listing available presentation topics on OGC website.	Complete	●	
Office of the General Counsel	Partner more visibly in the University's and local community's diversity, equity, and inclusion outreach efforts.	Continue to assess results from initial client survey and periodically re-implement to provide constructive feedback to make OGC more accessible to clients across the University.	Complete	●	
Office of VP 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.	Complete	●	
Office of VP and Government Relations	Continue to 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.	Complete	●	
Office of VP and Government Relations	Continue to 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	●	Almost 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	●	Halfway 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.	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	●	Halfway 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.	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.	Complete	●	

School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
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 a broad view of the state.	Complete		
Office of VP and Government Relations	Strengthen mechanisms to share information across Government Relations about staff and faculty with expertise, experience and abilities to engage with external organizations/audiences.	Develop document/database of potential faculty and staff resources.	In Progress		Halfway Complete
Office of VP and Government Relations	Identify opportunities to plug in U-M speakers/expertise into community organizations.	Summary of conversations w/ new organizations shared as part of updates during staff meeting.	Complete		
Office of VP and Government Relations	Identify opportunities to plug in U-M speakers/expertise into community organizations.	Summary of conversations w/ new organizations shared as part of updates during staff meeting.	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 program sessions.	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 and gender-based 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. Ensure 100% participation in sexual harassment and misconduct training.	Complete		
Office of VP and Government Relations	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.	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").	Complete		
Office of VP and Government Relations	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.	Develop and socialize unite-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
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.	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.	Continue to use TapRecruit software to create comprehensive and inclusive job postings that are more attractive to a broader audience of job seekers.	Complete		

School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
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.	Encourage staff members to attend conferences and workshops (such as Voices of the Staff's StaffWorks Conference, the NCID Leadership Conference for DEI Leads, Women of Color Task Force Conference, ACE Women's Conference, and others) as development opportunities. Additionally, share and encourage staff to enroll in self-led courses geared toward diversity education.	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.	Utilize Learning and Professional Development courses and staff assistance programs as necessary.	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.	Implement mentorship program in office to stimulate growth opportunities and consistently invest in the development of staff. (This program is currently in the planning process.)	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 events, those that are scheduled as part of the Diversity Summit Week as well as others throughout the year.	Complete	●	
Office of the President	Improve civility and sensitivity with diversity training and dispute resolution resources.	Encourage staff to represent the office at diversity themed events, especially the events held during Diversity Summit Week, and/or stream the event video if unable to attend in person.	Complete	●	
Office of the President	Improve civility and sensitivity with diversity training and dispute resolution resources.	In line with new social distancing guidelines and restrictions on non-essential expenditures, distribute and encourage staff to engage with available resources that are online to further our DEI initiative.	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.	Staff will engage in University and Community activities via volunteer work, and promote 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. In the event of staff conflict, utilize existing University pathways for reporting concerns and encourage staff to report concerns for resolution.	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, Women of Color Task Force Conference, ACE Women's Conference, 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.	Videos, 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.	Encourage staff to participate in the Fleming DEI Committee events scheduled throughout the year.	Complete	●	

School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Office of the President	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.	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”).	Complete	●	
Office of the President	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.	Develop and socialize unite-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.	Complete	●	
Office of the President	Achieve and maintain outstanding customer service.	Promote an HRD course on difficult conversations and managing confrontational clients and/or host an outside speaker with customer service expertise for staff and share feedback from participants with others regarding what was learned. Document planned/implemented ideas and behavioral changes.	Complete	●	
Office of the President	Achieve and maintain outstanding customer service.	Send a survey to external constituents (like our partners within the Fleming Building, and other EO offices) to gauge their satisfaction with services provided by the office.	Complete	●	
Office of the President	Achieve and maintain outstanding customer service.	Routinely schedule educational sessions with all President’s staff to review protocols for anyone seeking redress (which may include student protests) in an endeavor to ensure effective communication.	Complete	●	
Office of the Provost	Attract and retain a diverse staff in accordance with the UM Human Resources Diversity Recruitment Initiative; hire staff from diverse backgrounds.	Continue to monitor, document and update best practices that ensure diverse applicant pools.	Complete	●	
Office of the Provost	Attract and retain a diverse staff in accordance with the UM Human Resources Diversity Recruitment Initiative; hire staff from diverse backgrounds.	Continue to use University Human Resources practices and guidelines for recruiting and hiring.	Complete	●	
Office of the Provost	Attract and retain a diverse staff in accordance with the UM Human Resources Diversity Recruitment Initiative; hire staff from diverse backgrounds.	Assess makeup of applicant pools, interview pools and hires for any/all open staff positions.	Complete	●	
Office of the Provost	Attract and retain a diverse staff in accordance with the UM Human Resources Diversity Recruitment Initiative; hire staff from 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.	Allocate funding for professional development when spending restrictions are lifted.	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.	Communication from leadership encouraging no-cost professional development.	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.	Encourage supervisors to support staff participation.	Complete	●	










School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Office of the Provost	Create opportunities for staff to increase their knowledge and awareness regarding diversity, equity, and inclusion in the workplace and within the University more broadly.	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.	Link Office of the Provost strategic plan in all DEI communications.	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.	Seek staff input and recommendations for diversity related initiatives, activities and continued development of the strategic plan.	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.	Implement recommendations from culture change workgroup.	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.	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		
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 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.	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
Office of the Provost	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.	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
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.	Finalize and begin to implement a plan to address anti-racism at U-M, in ways that build on and leverage our extensive on-going DEI efforts, and the final year of our 5 year DEI Strategic Plan.	Complete		





School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
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.	Pilot adapted interviewing and hiring process.	In Progress		Almost 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.	In Progress		Almost Complete
Office of University Development	Influence increased retention, particularly of under-represented (UR) individuals across the U-M development community.	Continue to implement, review, and improve strategies.	In Progress		Somewhat Complete
Office of University Development	Influence increased retention, particularly of under-represented (UR) individuals across the U-M development community.	Execute organizational response and remediation strategies around incidents of racial, gender, sexual orientation bias and beyond.	In Progress		Almost Complete
Office of University Development	Influence increased retention, particularly 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	Help staff grow in their existing positions and establish transparent guiding principles to help them advance as appropriate.	Roll out variety of career advancement tools and programs, both extensive self-directed and instructor-led (accessible to all regardless of location).	In Progress		Halfway Complete
Office of University Development	Help staff grow in their existing positions and establish transparent guiding principles to help them advance as appropriate.	Craft systematic solutions to address inequities in merit and advancement culture.	In Progress		Somewhat Complete
Office of University Development	Help staff grow in their existing positions and establish transparent guiding principles to help them advance as appropriate.	Continue to implement, review, and improve strategies and business practices.	In Progress		Almost 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.	DEI staff continue implementation of DEI initiatives.	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.	Continue to implement, review, and improve strategies.	In Progress		Just Started
Office of University Development	Align OUD's cultural norms and practices with the values of diversity, equity, and inclusion.	Execute organizational response and remediation strategy around incidents of racial, gender, sexual orientation bias and beyond.	In Progress		Almost Complete
Office of University Development	Provide all staff and leaders the opportunity to develop intercultural knowledge, skills, and mindset, including development departments of other schools, colleges and units (SCUs).	Roll out new and/or adapted DEI tools and trainings, both extensive self-directed and instructor-led.	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).	Continue to implement, review, and improve strategies.	Complete		

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.	Pilot universal curriculum for U-M development community.	Not Started		
Office of University Development	Development constituents, including staff, faculty, and volunteers have clear expectations around respectful behavior toward one another, and staff are aware of and educated on available resources if they are subjected to discrimination or inappropriate behavior.	Continue to implement, review, and improve policies and practices.	Not Started		
Office of University Development	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.	Continue to implement, review, and improve policies and practices.	Complete		
Office of University Development	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.	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").	Complete		
Office of University Development	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.	Develop and socialize unite-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		Halfway Complete
Office of University Development	Develop higher levels of intercultural competence among all staff around relationships internal and external to the university.	Execute strategy around data acquisition and usage.	Complete		
Office of University Development	Develop higher levels of intercultural competence among all staff around relationships internal and external to the university.	If possible, measure progress in giving from underrepresented donor populations.	In Progress		Somewhat Complete
Office of University Development	Development constituents, including staff, faculty, and volunteers have clear expectations around respectful behavior toward one another, and staff are aware of and educated on available resources if they are subjected to discrimination or inappropriate behavior.	Execute organizational response and remediation strategies.	In Progress		Almost Complete
Office of University Development	Make OUD a fully open and welcoming place, where a multicultural community is nurtured and where commitment to DEI is a daily and ongoing process.	Execute strategies to ensure OUD collateral (publications, events, solicitations) align with our DEI values.	In Progress		Almost Complete
Office of University Development	Make OUD a fully open and welcoming place, where a multicultural community is nurtured and where commitment to DEI is a daily and ongoing process.	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.	Continue to implement, review, and improve strategies.	Not Started		
Office of University Development	Ensure compensation is equitable across genders and social identities and fair across job families; make progress toward compatibility with pay scales in schools, colleges and units (SCUs) and external markets.	Craft systematic solutions to address inequities in merit and advancement culture.	In Progress		Somewhat 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.	Review, refresh and analyze data as often possible and share through U-M development community as a resource for DEI strategic decisions.	In Progress		Almost Complete

School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Office of University Development	Create experiences that engage and celebrate a fully inclusive prospect/donor pool that reflects the larger University community in alignment with OUD's fundraising efforts.	Continue to implement, review, and improve strategies.	Complete		
Office of University Development	Understand the demographics of our donor pool to use as a basis for the fundraising initiatives in this plan.	Execute strategies around data acquisition and usage.	Complete		
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.	Continue to implement, review, and improve strategies.	Complete		
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.	Not Started		
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.).	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.	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 underrepresented populations read and attend. Develop a task force team to examine this issue, including participants outside of our division, since this is a common issue.	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 underrepresented 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.	Continue to examine recruiting and hiring practices, including team members from more than our division.	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.	Continue to 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.	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		













School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
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.	Encourage further use of the DEI Journal for employees to write reflections, record attended events, visits, and online learnings 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. Investigate remote service opportunities during times of physical distancing.	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.	Poll employees to see if they would like to create communities of interest (such as book groups) to feel more connected to one another. Use the DEI Newsletter to drive this research and interest.	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.	Publicize existing University pathways for reporting concerns and to encourage students, faculty, and staff to report concerns for resolution. Annually remind existing staff and ensure that new hires are aware of these pathways.	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 and gender-based 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").	Complete		
VP of Communications	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.	Develop and socialize unite-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		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.	Explore options for discontinuing the use of the Graduate Record Examinations (GRE) for admissions decisions in all Rackham 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.	Seek to eliminate criminal and academic misconduct questions from the Rackham Graduate School admission application.	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.	Designate a portion of current Rackham Merit Fellowship (RMF) funding, or establish a new parallel RMF fund, to be awarded exclusively to graduates of either Minority Serving Institutions (MSIs), Historically Black Colleges and Universities (HBCUs), or specifically selected MSIs and/or HBCUs.	In Progress		Just Started

School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
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 graduate student parents and graduate students from the LGBTQ+ community.	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.	Create a Rackham advisory committee on disability issues to facilitate the implementation of recommendations resulting from the 2020 Rackham Graduate Students with Disabilities Needs Assessment.	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.	Conduct an international graduate student climate survey.	In Progress		Halfway 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.	Continue to explore ways to create more inclusive, accessible, and student-friendly spaces in Rackham.	Complete		
Rackham Graduate School	To foster and promote a diverse, equitable, and inclusive working environment where all team members are valued, respected, and provided with opportunities for lifelong learning, professional growth, and advancement.	Continue to review HR policies and performance planning through the lenses of equity and inclusion, and recommend new and revised policies, such as the implementation of "Fair Process" principles (e.g. engagement, explanation, and expectation clarity), 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 lifelong learning, professional growth, and advancement.	Continue to 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.	Complete		
Rackham Graduate School	To foster and promote a diverse, equitable, and inclusive working environment where all team members are valued, respected, and provided with opportunities for lifelong learning, professional growth, and advancement.	Continue to 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.	Complete		
Rackham Graduate School	To foster and promote a diverse, equitable, and inclusive working environment where all team members are valued, respected, and provided with opportunities for lifelong learning, professional growth, and advancement.	Develop and promote in-person learning opportunities for Rackham staff to continue to learn about sexual and gender-based 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.	In Progress		Almost Complete
Rackham Graduate School	To foster and promote a diverse, equitable, and inclusive working environment where all team members are valued, respected, and provided with opportunities for lifelong learning, professional growth, and advancement.	Commemorate Juneteenth through Rackham-sponsored events and grant Rackham staff requests for time off in observance of Juneteenth without deductions to their vacation or sick time.	Complete		
















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 lifelong learning, professional growth, and advancement.	Partner with both Rackham and non-Rackham units (i.e. AGSA, GRIN, SCOR, etc.) to create events to build community between both staff and students, including the implementation of monthly story circles, organized around specific themes, to foster community and a sense of belonging throughout the Rackham community.	Complete		
Rackham Graduate School	To foster and promote a diverse, equitable, and inclusive working environment where all team members are valued, respected, and provided with opportunities for lifelong learning, professional growth, and advancement.	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.	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 the establishment of a new policy defining Rackham "Graduate Faculty" status based on an analysis of peer institutions.	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 develop and promote the utilization of the Rackham MSI Toolkit and DEI Toolkits to disseminate evidence-based practices for how faculty can improve diversity and inclusivity within graduate programs while exploring the opportunity to create a DEI Professional Certificate Program for graduate faculty.	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.	Investigate options for providing financial support for doctoral students to identify new mentors and/or Principal Investigators post-candidacy.	Not Started		
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 faculty to create advising statements.	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.	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").	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 opportunities to increase financial support of international graduate students through alumni and donor partnerships.	In Progress		Halfway 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 methods for conducting effective outreach to graduate students in anticipation of their graduation to encourage continued engagement with Rackham as alumni.	In Progress		Just Started
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.	Better leverage platforms such as UCAN and Rackham Connect to facilitate community-building and mentorship opportunities between alumni and current graduate students.	In Progress		Somewhat 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.	Establish formal mechanisms for alumni from diverse backgrounds to help Rackham advance its DEI programming and provide mentorship to current graduate students from diverse backgrounds.	In Progress		Somewhat 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.	Begin to partner with Rackham graduate programs to explore opportunities for alumni to engage in the recruitment and admissions process.	In Progress		Just Started

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.	Explore the creation of an Alumni DEI Professional Development Certificate offered for alumni of Rackham programs.	In Progress		Almost Complete
Stephen M. Ross School of Business	Increase diversity of students, faculty and staff year over year.	Diversity the Ross School Leadership: Increase diversity of the Leadership Team, Executive Committee, Area Chairs, and Alumni Boards.	In Progress		Somewhat Complete
Stephen M. Ross School of Business	Increase diversity of students, faculty and staff year over year.	Expand support for broadly diverse students: We will expand support for our Ross School outreach programs, increase scholarship support for students, and work to elevate student voices in the Ross School and beyond.	In Progress		Somewhat Complete
Stephen M. Ross School of Business	Increase diversity of students, faculty and staff year over year.	Our commitment to DEI will differentiate Ross: Develop strategy to differentiate Ross among top programs based on our commitment to DEI, related initiatives and student experiences.	In Progress		Somewhat Complete
Stephen M. Ross School of Business	Increase diversity of students, faculty and staff year over year.	Require DEI statement from faculty job candidates: Explore pathway to implement submission of statement in faculty job applications that communicates past, present, and/or future contributions to promoting DEI in their professional careers for AY22 incoming faculty.	In Progress		Just Started
Stephen M. Ross School of Business	Increase diversity of students, faculty and staff year over year.	Cultivate awareness and interest in the Ross PhD Program: Create a network to increase awareness, provide information, and encourage applications to the Ross PhD Program.	In Progress		Somewhat Complete
Stephen M. Ross School of Business	Increase diversity of students, faculty and staff year over year.	Cultivate awareness and interest in the Ross PhD Program: We will focus on developing outreach efforts to various departmental units at UM, Michigan State, and Wayne State given the robust evidence of greater probabilities of success at recruiting URM PhD candidates from these universities, although outreach efforts will be open without regard to race/ethnicity.	In Progress		Just Started
Stephen M. Ross School of Business	Increase diversity of students, faculty and staff year over year.	Cultivate awareness and interest in the Ross PhD Program: We will also engage in outreach to other colleges and universities outside of Michigan.	In Progress		Just Started
Stephen M. Ross School of Business	Increase diversity of students, faculty and staff year over year.	Provide structured mentoring program for PhD students: Design and implement the Ross PhD Student Mentoring Program.	In Progress		Just Started
Stephen M. Ross School of Business	Prepare and support our faculty and staff for career advancement.	Leverage the data for transparency and accountability: analyze and compare across areas in Ross and to University data.	In Progress		Almost Complete
Stephen M. Ross School of Business	Prepare and support our faculty and staff for career advancement.	Develop the next generation of faculty: We will fully utilize the Ross Bridges to Doctoral Fellows Program to attract, develop and retain more diverse PhD students and faculty.	In Progress		Just Started
Stephen M. Ross School of Business	Prepare and support our faculty and staff for career advancement.	Leverage the data for transparency and accountability: Collect data on hiring, promotion, time in rank, pay, executive education opportunities, access to resources.	In Progress		Almost Complete
Stephen M. Ross School of Business	Prepare and support our faculty and staff for career advancement.	Leverage the data for transparency and accountability: report results to faculty leadership for transparency and accountability.	In Progress		Almost Complete
Stephen M. Ross School of Business	Develop capacity of faculty, staff and students to contribute to a diverse, equitable and inclusive community at Ross; within their communities outside of Ross; and in business broadly.	Create a DEI Curriculum Taskforce: This task force will develop and facilitate implementation of proposals designed to enhance diversity, equity and inclusion in the Ross curriculum for both undergraduate and graduate programs.	Complete		
Stephen M. Ross School of Business	Develop capacity of faculty, staff and students to contribute to a diverse, equitable and inclusive community at Ross; within their communities outside of Ross; and in business broadly.	Create a DEI Curriculum Taskforce: This includes but is not limited to the types of topics covered in courses, the educational materials used in courses, the use of speakers and guests, among other issues.	Complete		

School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Stephen M. Ross School of Business	Develop capacity of faculty, staff and students to contribute to a diverse, equitable and inclusive community at Ross; within their communities outside of Ross; and in business broadly.	Create a DEI Curriculum Taskforce: Importantly, this task force is charged with focusing specifically on the curriculum, and is expected to achieve measurable outcomes this academic year.	Complete		
Stephen M. Ross School of Business	Develop capacity of faculty, staff and students to contribute to a diverse, equitable and inclusive community at Ross; within their communities outside of Ross; and in business broadly.	Create a DEI Curriculum Taskforce: In addition to these short-term changes, this task force is also asked to develop a multi-year plan that identifies key changes and priorities over the next several years.	Complete		
Stephen M. Ross School of Business	Develop capacity of faculty, staff and students to contribute to a diverse, equitable and inclusive community at Ross; within their communities outside of Ross; and in business broadly.	Create new courses focused on diversity, equity, and inclusion: The DEI curriculum task force will identify ways to enhance diversity in our courses and co-curricular offerings. In addition, we will expand our DEI course offerings.	Complete		
Stephen M. Ross School of Business	Develop capacity of faculty, staff and students to contribute to a diverse, equitable and inclusive community at Ross; within their communities outside of Ross; and in business broadly.	IDO 2.0: This task force will develop and implement proposals designed to enhance the quality of the BBA program's Identity, Diversity and Organizations milestone requirement.	Complete		
Stephen M. Ross School of Business	Develop capacity of faculty, staff and students to contribute to a diverse, equitable and inclusive community at Ross; within their communities outside of Ross; and in business broadly.	IDO 2.0: The final deliverable, to be completed by May 2021, will be a report outlining how the IDO milestone requirement is being refined to improve the quality of education and student experience.	Complete		
Stephen M. Ross School of Business	Develop capacity of faculty, staff and students to contribute to a diverse, equitable and inclusive community at Ross; within their communities outside of Ross; and in business broadly.	Launch a speaker series focused on race in business: The Ross School's Business & Society speaker series for 2020-21 will focus on race in business.	Complete		
Stephen M. Ross School of Business	Develop capacity of faculty, staff and students to contribute to a diverse, equitable and inclusive community at Ross; within their communities outside of Ross; and in business broadly.	Launch a speaker series focused on race in business: Planning will commence in July, and the organizing team will consist of students, faculty, staff, and alumni.	Complete		
Stephen M. Ross School of Business	Develop capacity of faculty, staff and students to contribute to a diverse, equitable and inclusive community at Ross; within their communities outside of Ross; and in business broadly.	Expand inclusive teaching programs: In addition to our current opt-in inclusive teaching workshops and programs, which have engaged 35% of our faculty, we will add programs that are tailored to each academic area and increase overall participation.	In Progress		Halfway Complete
Stephen M. Ross School of Business	Develop capacity of faculty, staff and students to contribute to a diverse, equitable and inclusive community at Ross; within their communities outside of Ross; and in business broadly.	Build staff awareness and capabilities: In partnership with Organizational Learning and other institutional partners, deliver programs and materials focused on awareness and capability building.	Complete		
Stephen M. Ross School of Business	Develop capacity of faculty, staff and students to contribute to a diverse, equitable and inclusive community at Ross; within their communities outside of Ross; and in business broadly.	Build staff awareness and capabilities: Consider how we might leverage the Michigan Expectations Model.	In Progress		Halfway Complete
Stephen M. Ross School of Business	Develop capacity of faculty, staff and students to contribute to a diverse, equitable and inclusive community at Ross; within their communities outside of Ross; and in business broadly.	Mandatory DEI training for hiring committees / managers: All faculty and staff who are engaged in recruiting of new faculty and staff must engage in DEI training prior to beginning the recruitment process.	Complete		
Stephen M. Ross School of Business	Develop capacity of faculty, staff and students to contribute to a diverse, equitable and inclusive community at Ross; within their communities outside of Ross; and in business broadly.	Expand unconscious bias training: Increase the number of unconscious bias training sessions.	Complete		
Stephen M. Ross School of Business	Develop capacity of faculty, staff and students to contribute to a diverse, equitable and inclusive community at Ross; within their communities outside of Ross; and in business broadly.	Continue emphasizing DEI in faculty performance: Three years ago, we incorporated DEI-related contributions formally into faculty activity reports and annual evaluations.	In Progress		Somewhat Complete
Stephen M. Ross School of Business	Develop capacity of faculty, staff and students to contribute to a diverse, equitable and inclusive community at Ross; within their communities outside of Ross; and in business broadly.	Continue emphasizing DEI in faculty performance: Last year, over 50% of Ross faculty reported DEI-related contributions, and we will continue emphasizing the importance of these contributions in the years ahead.	Complete		

School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Stephen M. Ross School of Business	Develop capacity of faculty, staff and students to contribute to a diverse, equitable and inclusive community at Ross; within their communities outside of Ross; and in business broadly.	Expand CQ assessment and training: Introduce the Cultural Intelligence (CQ) assessment and training for the PhD Program.	In Progress		Just Started
Stephen M. Ross School of Business	Develop capacity of faculty, staff and students to contribute to a diverse, equitable and inclusive community at Ross; within their communities outside of Ross; and in business broadly.	Develop DEI-related competencies of EMBA students: Ensure that DEI content is incorporated into the Leadership Development Programs.	In Progress		Somewhat Complete
Stephen M. Ross School of Business	Create a positive and inclusive climate in which all faculty, staff and students can thrive.	Elevate diverse voices in Ross School leadership: Create Dean's Council for Diversity, Equity, and Inclusion that will be composed of students, faculty, staff, and alumni.	Complete		
Stephen M. Ross School of Business	Create a positive and inclusive climate in which all faculty, staff and students can thrive.	Elevate diverse voices in Ross School leadership: This Council will be the Dean's primary advisory group for DEI-related initiatives and priorities, establishing goals and tracking progress with visible metrics and reporting, and mobilizing people and resources to ensure we achieve our shared goals.	Complete		
Stephen M. Ross School of Business	Create a positive and inclusive climate in which all faculty, staff and students can thrive.	Build community among EMBA diverse students and alumni: Support the continuation and growth of student and alumni led events, open to all, to address experience of women and URM's in the EMBA community.	In Progress		Somewhat Complete
Stephen M. Ross School of Business	Create a positive and inclusive climate in which all faculty, staff and students can thrive.	Create small faculty discussion groups: Organize Virtual Faculty Conversations and/or Working Groups to create community and connection among faculty.	In Progress		Somewhat Complete
Stephen M. Ross School of Business	Increase gender and URM representation of businesses in our action-based learning portfolio and among businesses designated as preferred suppliers and vendors year over year.	Expand representation of minority-owned businesses: We will increase the number of minority-owned businesses represented in our action-based learning (ABL) portfolio of projects (e.g., Multidisciplinary Action Projects; MAP projects), entrepreneurship programs, and student recruitment activities.	Complete		
Stephen M. Ross School of Business	Increase gender and URM representation of businesses in our action-based learning portfolio and among businesses designated as preferred suppliers and vendors year over year.	Diversify the Ross School supply chain: We launched and will continue an initiative to examine the Ross School's supply chain, with an explicit goal of increasing the diversity of businesses designated as preferred suppliers and vendors.	In Progress		Somewhat Complete
Stephen M. Ross School of Business	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.	Educate faculty, staff and students: 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").	Complete		
Stephen M. Ross School of Business	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.	Develop value statements: 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.	Not Started		
Stephen M. Ross School of Business	Share pathways for conflict resolution.	Publish Channels for Resolution and Complaint: To foster and support an environment that is inclusive, respectful and free from discrimination and harassment, continue to define and clearly articulate for staff, faculty and students the resources available at Ross and UM, channels available to help resolve any concerns that arise, and how to file a complaint.	In Progress		Almost 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/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School of Dentistry	Increase the representation and retention of diverse students, faculty and staff.	During recruitment or admissions interviews ask candidates about their life experiences and perspectives and how they show a commitment to diversity, equity, and inclusion.	Complete	●	
School of Dentistry	Increase the representation and retention of diverse students, faculty and staff.	Increase scholarships for students who have shown a demonstrated commitment to diversity, equity, and inclusion.	Complete	●	
School of Dentistry	Increase the representation and retention of diverse students, faculty and staff.	Develop a faculty, staff and student Ambassadors Program.	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 the representation and retention of diverse students, faculty and staff.	"Race, Anti-Racism and Racial Healing" a three part school-wide interactive series followed by separate Safe Space Dialogue sessions for staff, students, faculty.	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.	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.	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.	Mentoring plan.	Complete	●	
School of Dentistry	Increase our recruitment and retention efforts to hire and retain faculty from diverse backgrounds within the instructional, clinical and research faculty ranks.	Unconscious bias training for all search committee members including workshop and videos.	Complete	●	
School of Dentistry	Increase our recruitment and retention efforts to hire and retain faculty from diverse backgrounds within the instructional, clinical and research faculty ranks.	Cultural competency/sensitivity training for all faculty including workshops and videos. Speaker to talk.	Complete	●	

School/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.	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 our recruitment and retention efforts to hire and retain staff from diverse backgrounds within the various job families at the UMSD.	Assess applicant demographics, interview pools and yields for all posted positions over a five-year period with regard to race/ethnicity, sex, gender, veteran status and disability status (as applicable). Ensure federally required affirmative action statements are documented and reviewed for validity where federal affirmative action goals were identified for positions, but candidates who would contribute to meeting those goals were not selected.	Complete		
School of Dentistry	Increase our recruitment and retention efforts to hire and retain staff from diverse backgrounds within the various job families at the UMSD.	Require unconscious bias training for all hiring supervisors and search committees.	In Progress		Somewhat Complete
School of Dentistry	Increase 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.	In Progress		Somewhat Complete
School of Dentistry	Increase our recruitment and retention efforts to hire and retain staff from diverse backgrounds within the various job families at the UMSD.	Consult with U-M Diversity Coordinator to source all jobs widely, including by reaching out to minority community groups.	Complete		
School of Dentistry	Increase matriculation of DDS, DH and graduate students from diverse backgrounds yearly over the next five years.	Follow our recruitment 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 FY21 than FY20 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	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)	Ensure all faculty are offered cultural competency and sensitivity training.	Complete		
School of Dentistry	Improve cultural sensitivity demonstrated by faculty in the classroom, clinic and in the workplace. (Faculty)	Develop and administer pre and post-test assessment instruments.	Complete		
School of Dentistry	Improve cultural sensitivity demonstrated by faculty in the classroom, clinic and in the workplace. (Faculty)	Improve accessibility of faculty.	Complete		


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)	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.	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.	Seek input from faculty, staff, and students on plan updates and revisions for year four.	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)	Multicultural Mirror.	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)	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)	Chili Cook Off.	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)	DEI Day and Ida Gray Awards	Complete	●	
School of Dentistry	Sustain MAC events/activities that create an inclusive environment and raise cultural sensitivity. (Students, faculty and staff)	LGBT Ally training.	Complete	●	
School of Dentistry	Sustain MAC events/activities that create an inclusive environment and raise cultural sensitivity. (Students, faculty and staff)	Annual Report to 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.	Complete	●	











School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
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)	As part of SOD orientation, each person spends time with all depts. and/or committee of staff, students and faculty.	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.	Complete	●	
School of Dentistry	Implement cultural sensitivity training through videos and “lunch and learns.” (Staff)	Strongly encourage participation in cultural sensitivity training.	Complete	●	
School of Dentistry	Implement cultural sensitivity training through videos and “lunch and learns.” (Staff)	Make course/s available in multiple formats.	Complete	●	
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. (Staff and Faculty)	Faculty retreat/team building sessions.	Complete	●	
School of Dentistry	Implement cultural sensitivity training. (Staff and Faculty)	Faculty CE courses- CRLT players, Guest lecturers.	Complete	●	
School of Dentistry	Implement cultural sensitivity training. (Staff and Faculty)	Staff cultural sensitivity training with examples of dos and don'ts.	Complete	●	
School of Dentistry	Implement cultural sensitivity training. (Staff and Faculty)	Assess pre and post training to evaluate effectiveness.	Complete	●	
School of Dentistry	Implement cultural sensitivity training. (Staff and Faculty)	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. (Staff and Faculty)	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)	Continue to collect data and learn from the Staff dentist in the Integrated Special Needs Clinic.	Complete	●	
School of Dentistry	Create an Interprofessional Special Needs Clinic to provide oral healthcare to underserved patients with special needs. (Patients)	Prepare to hire a more permanent director for this clinic once the new space opens in 2022.	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.	Support central efforts to educate faculty, staff, and students on forthcoming University of Michigan Policy on Sexual and Gender-Based Misconduct Prevention (“umbrella policy”).	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.	Develop and socialize unit-specific 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.	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/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.	Engage departments, administrators and identified champions to ensure compliance with the Sexual and Gender-Based Misconduct initiative.	Complete		
School of Information	Increase diversity recruitment and retention efforts across all degree programs. Work to remove structural barriers and facilitate a vibrant, dynamic and diverse learning community, with a focus on developing a high-quality student experience, a sense of belonging, and a culture of trust and support. (Students)	Continue developing and refining recruitment strategies and processes across all academic programs to promote diversity, equity, and inclusion, adjusting activity based on assessment of impact.	Complete		
School of Information	Increase diversity recruitment and retention efforts across all degree programs. Work to remove structural barriers and facilitate a vibrant, dynamic and diverse learning community, with a focus on developing a high-quality student experience, a sense of belonging, and a culture of trust and support. (Students)	Increase the attendance of paid student recruiting representatives at conferences and other diversity focused events or activities (in person and/or virtually). This assumes recruitment continues to be the primary responsibility of paid staff and faculty.	Complete		
School of Information	Increase diversity recruitment and retention efforts across all degree programs. Work to remove structural barriers and facilitate a vibrant, dynamic and diverse learning community, with a focus on developing a high-quality student experience, a sense of belonging, and a culture of trust and support. (Students)	Strongly encourage all faculty who will be accepting students in the coming year to attend a diversity-focused conference or minority serving institution to recruit.	In Progress		Just Started
School of Information	Increase diversity recruitment and retention efforts across all degree programs. Work to remove structural barriers and facilitate a vibrant, dynamic and diverse learning community, with a focus on developing a high-quality student experience, a sense of belonging, and a culture of trust and support. (Students)	Evaluate current / recent recruitment efforts with Historically Black Colleges and Universities (HBCUs) and Minority-serving institutions (MSIs).	In Progress		Halfway Complete
School of Information	Increase diversity recruitment and retention efforts across all degree programs. Work to remove structural barriers and facilitate a vibrant, dynamic and diverse learning community, with a focus on developing a high-quality student experience, a sense of belonging, and a culture of trust and support. (Students)	Establish a strategy for recruitment at HBCU's and MSI's going forward, to include making our efforts more consistent year over year and increasing the involvement of UMSI alumni.	In Progress		Halfway Complete
School of Information	Increase diversity recruitment and retention efforts across all degree programs. Work to remove structural barriers and facilitate a vibrant, dynamic and diverse learning community, with a focus on developing a high-quality student experience, a sense of belonging, and a culture of trust and support. (Students)	Identify organizations and/or events in Black communities in Detroit and Ypsilanti (or other locations) we can attend for recruitment purposes. Send (paid) student recruiting representative, alumni ambassadors, and/or staff or faculty representatives to two or more such recruiting opportunities in 2020-2021 in addition to our current recruiting activity in these locations. This assumes recruitment continues to be the primary responsibility of paid staff and faculty.	In Progress		Just Started
School of Information	Increase diversity recruitment and retention efforts across all degree programs. Work to remove structural barriers and facilitate a vibrant, dynamic and diverse learning community, with a focus on developing a high-quality student experience, a sense of belonging, and a culture of trust and support. (Students)	Connect Black@SI members with the staff lead for student groups in OASA to establish official status and recognition as a UMSI student organization with the benefits this includes, such as funding, meeting space, listing on UMSI web site, and communications about student groups with incoming and current students.	Complete		






School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School of Information	Increase diversity recruitment and retention efforts across all degree programs. Work to remove structural barriers and facilitate a vibrant, dynamic and diverse learning community, with a focus on developing a high-quality student experience, a sense of belonging, and a culture of trust and support. (Students)	Continue to develop and increase diversity focused scholarships and fellowships. Work with Alumni Relations and Development at UMSI to develop a scholarship fund for students from Ypsilanti and Detroit. Share stories and outcomes of students from diverse backgrounds with alumni and donors to encourage funding for diversity focused scholarships and student support.	Complete		
School of Information	Increase diversity recruitment and retention efforts across all degree programs. Work to remove structural barriers and facilitate a vibrant, dynamic and diverse learning community, with a focus on developing a high-quality student experience, a sense of belonging, and a culture of trust and support. (Students)	Review existing lists and/or databases of diversity-focused conferences of particular interest to Black students (and more broadly, students of color) and create a searchable, community curated list of conference experiences and opportunities. Share this information during orientation and with faculty for mentorship purposes, and keep it available on the UMSI web site.	In Progress		Just Started
School of Information	Increase diversity recruitment and retention efforts across all degree programs. Work to remove structural barriers and facilitate a vibrant, dynamic and diverse learning community, with a focus on developing a high-quality student experience, a sense of belonging, and a culture of trust and support. (Students)	Revise the call for funding requests/ mini-grants from the DEI committee to more explicitly highlight conference funding opportunities for Black students (and others), including diversity focused conferences and events. Share information on funding provided with the UMSI community (currently we provide a summary in the annual DEI committee report and the DEI progress report). Identify ways to expedite funding decisions and allocation.	In Progress		Somewhat Complete
School of Information	Increase diversity recruitment and retention efforts across all degree programs. Work to remove structural barriers and facilitate a vibrant, dynamic and diverse learning community, with a focus on developing a high-quality student experience, a sense of belonging, and a culture of trust and support. (Students)	Enlist more UMSI alumni in diversity recruitment efforts, creating an advisory group or ambassador program.	In Progress		Just Started
School of Information	Increase diversity recruitment and retention efforts across all degree programs. Work to remove structural barriers and facilitate a vibrant, dynamic and diverse learning community, with a focus on developing a high-quality student experience, a sense of belonging, and a culture of trust and support. (Students)	Continue to actively promote need-based and diversity focused financial aid, enhancing offerings based on ongoing evaluation of student needs and effectiveness of current offerings to recruit underrepresented students.	In Progress		Halfway Complete
School of Information	Increase diversity recruitment and retention efforts across all degree programs. Work to remove structural barriers and facilitate a vibrant, dynamic and diverse learning community, with a focus on developing a high-quality student experience, a sense of belonging, and a culture of trust and support. (Students)	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 and others on and off campus.	Complete		
School of Information	Increase diversity recruitment and retention efforts across all degree programs. Work to remove structural barriers and facilitate a vibrant, dynamic and diverse learning community, with a focus on developing a high-quality student experience, a sense of belonging, and a culture of trust and support. (Students)	Through news stories, emails and social media posts, make our current collaborations with Wolverine Pathways and Wolverine Express more visible. Meet with leaders from Wolverine Pathways and Wolverine Express to identify ways we can extend current partnerships.	Not Started		









School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School of Information	Increase diversity recruitment and retention efforts across all degree programs. Work to remove structural barriers and facilitate a vibrant, dynamic and diverse learning community, with a focus on developing a high-quality student experience, a sense of belonging, and a culture of trust and support. (Students)	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. (Student)	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. Build on current efforts to infuse an anti-racist focus in this work.	Complete	●	
School of Information	Develop clear lines of responsibility and accountability for promoting diversity in student applicant pools, establish policies and reporting procedures, and provide appropriate training. (Students)	Continue to confirm the joint responsibility of faculty and professional staff to collaboratively advance diversity recruitment efforts through clear committee charges and unit goals.	Complete	●	
School of Information	Develop clear lines of responsibility and accountability for promoting diversity in student applicant pools, establish policies and reporting procedures, and provide appropriate training. (Students)	Continue and enhance resources and support for training and professional development for faculty and staff specific to diversity recruitment strategies.	Complete	●	
School of Information	Increase diversity of staff. (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	Increase diversity of staff. (Staff)	Evaluate current diversity recruitment and selection efforts, policies and procedures with input from staff supervisors and campus experts to identify any areas needing adjustment or improvement.	In Progress	●	Halfway Complete
School of Information	Increase diversity of staff. (Staff)	Informed by recommendations from the 2019-20 DEI Committee review of the 2019 School Climate reports, evaluate current process for salary determinations at hire and in response to equity review requests with input from the staff management team and leadership team. Create a pay equity report and share with the Leadership team and UMSI staff.	In Progress	●	Almost Complete
School of Information	Increase diversity of staff. (Staff)	Continue using and refining the process and checklist to avoid implicit bias in staff hiring process.	Complete	●	
School of Information	Increase diversity of staff. (Staff)	Have a UMSI HR staff member meet with the supervisor/selection team to review the plans to support diversity recruiting and selection before the hiring process begins.	Complete	●	
School of Information	Increase diversity of faculty. (Faculty)	Continue to enhance efforts for ongoing cultivation of diverse candidates for faculty positions	Complete	●	
School of Information	Increase diversity of faculty. (Faculty)	Establish a standing committee and develop a set of year-round strategies for cultivating relationships and fostering future faculty candidates.	In Progress	●	Halfway Complete
School of Information	Increase diversity of faculty. (Faculty)	Continue our current and successful efforts with recruiting for the Presidential Postdocs program.	Complete	●	
School of Information	Increase diversity of faculty. (Faculty)	Continue requiring faculty search committee members to complete STRIDE training.	Complete	●	










School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School of Information	Increase diversity of faculty. (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. (Faculty)	Evaluate current efforts and implement ways to improve SI's implementation of best practices from ADVANCE in the faculty hiring process.	In Progress		Somewhat Complete
School of Information	Increase diversity of faculty. (Faculty)	Gather input and insights from faculty and Presidential Postdocs recruited to UMSI regarding their experience and why they chose UMSI.	Not Started		
School of Information	Create an anti-racist curriculum and decolonize educational material. The curriculum should be modified with the explicit goal of developing anti-racist graduates. (Students)	Create an antiracist curriculum task force charged with developing curriculum modules and proposing content for core courses (e.g. 110, 501, 701) and in other parts of the curriculum and cocurriculum. Curriculum committees and instructors of core courses will be consulted and involved in this work. Some changes will begin during the 2020-21 academic year, with full implementation in the 2021-22 academic year.	Complete		
School of Information	Create an anti-racist curriculum and decolonize educational material. The curriculum should be modified with the explicit goal of developing anti-racist graduates. (Students)	Survey UMSI faculty to confirm whether they have had an inclusive teaching consultation with CRLT (given efforts to encourage and facilitate this in past 2 years), whether they have reviewed and changed their reading list and/or assignments, and to account what changes they have made.	In Progress		Halfway Complete
School of Information	Create an anti-racist curriculum and decolonize educational material. The curriculum should be modified with the explicit goal of developing anti-racist graduates. (Students)	Feature Black contributors (and other minoritized and underrepresented contributors) in STEM within course syllabi. Prompt faculty to share changes to their syllabi in their faculty annual review (FAR) at end of year.	In Progress		Just Started
School of Information	Create an anti-racist curriculum and decolonize educational material. The curriculum should be modified with the explicit goal of developing anti-racist graduates. (Students)	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 an anti-racist curriculum and decolonize educational material. The curriculum should be modified with the explicit goal of developing anti-racist graduates. (Students)	Continue including sessions on implicit bias and working with diverse teams in Orientation sessions. Create a clearly named/defined orientation session/seminar e.g. "Anti-Racism @ SI" or "Racism: What's tech got to do with it?". Involve students as co-facilitators in this (and other) sessions during orientation. Offer an additional session or incorporate content that is geared towards (not limited to) international students (e.g. "Why DEI? Understanding Racism in the U.S.") as well as providing a global context for all students.	Complete		
School of Information	Create an anti-racist curriculum and decolonize educational material. The curriculum should be modified with the explicit goal of developing anti-racist graduates. (Students)	Require a community reading list for incoming students about race and technology with continuous, community conversations throughout the school year. For the 2020 Orientations, we will identify a shared, required reading (book or article) with a plan for discussing the reading as part of upcoming orientations. Evaluate and make a more robust plan for future orientations. Offer a series of readings and discussions on race and technology during the school year.	Complete		


School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School of Information	Create an anti-racist curriculum and decolonize educational material. The curriculum should be modified with the explicit goal of developing anti-racist graduates. (Students)	Evaluate and add to existing resources on mental health and wellness provided via course syllabi. Create a Google document listing that includes mental health and wellness resources focusing on the needs of specific identity groups (Black, Latino/a, LGBTQ, parents, students with disabilities, international students, first generation students, etc.). Provide updated template language for course syllabi on mental health support including a link to the new, identity-based resource list.	Not Started		
School of Information	Create an anti-racist curriculum and decolonize educational material. The curriculum should be modified with the explicit goal of developing anti-racist graduates. (Students)	Continue including DEI and anti-racism 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 an anti-racist curriculum and decolonize educational material. The curriculum should be modified with the explicit goal of developing anti-racist graduates. (Students)	The Office of Professional and Community Engagement and the Office of Career Development will continue to integrate diversity, equity and inclusion and anti-racism 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	Create an anti-racist curriculum and decolonize educational material. The curriculum should be modified with the explicit goal of developing anti-racist graduates. (Students)	The Engaged Learning Office will continue to integrate diversity, equity, and inclusion and antiracism into curricular and co-curricular offerings, policies and practices, and assessment activities. Particular focus will be given to incorporating DEI-oriented skill building opportunities for students and emphasizing engagement with DEI-oriented organizations as part of client-based courses and programs.	Complete		
School of Information	Produce and disseminate faculty led scholarship related to diversity, equity and inclusion across its many dimensions. (Faculty)	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. (Faculty)	Identify and share ways in which current UMSI DEI efforts and values might strengthen grant proposals where relevant.	Complete		
School of Information	Produce and disseminate faculty led scholarship related to diversity, equity and inclusion across its many dimensions. (Faculty)	Create and share annually a list of funding sources focusing on education-related research with faculty and doctoral students (especially poorly funded schools in local areas such as Detroit and Ypsilanti).	Not Started		
School of Information	Produce and disseminate faculty led scholarship related to diversity, equity and inclusion across its many dimensions. (Faculty)	Share annually a report of communitybased research and service that our faculty and students perform, including work with schools. The report will include information on external funders and an estimate of UMSI expenditures that are not covered by external sources.	Not Started		
School of Information	Produce and disseminate faculty led scholarship related to diversity, equity and inclusion across its many dimensions. (Faculty)	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.	Complete		
School of Information	Produce and disseminate faculty led scholarship related to diversity, equity and inclusion across its many dimensions. (Faculty)	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/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School of Information	Promote participation in research by undergraduate and master's students from groups that are under-represented — including women, first generation college students and underrepresented minorities. (Students)	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 — including women, first generation college students and underrepresented minorities. (Students)	Continue to support mechanisms for multi-year follow up with UMSI pipeline program participants, tracking initial participation to future matriculation in graduate programs.	Complete		
School of Information	Review existing school infrastructure for grievances and hearing concerns from students, staff and faculty harmed by individual or institutional racism at UMSI. Improve the current process and communication to ensure the UMSI and university processes are well understood. Ensure these processes support addressing concerns without retribution to one's career or resources, including anonymity as an option. (Students, Staff, Faculty)	Review and improve our existing process and options for reporting concerns and for grievances, including communication mechanisms and referral to university level bias reporting and support.	Complete		
School of Information	Review existing school infrastructure for grievances and hearing concerns from students, staff and faculty harmed by individual or institutional racism at UMSI. Improve the current process and communication to ensure the UMSI and university processes are well understood. Ensure these processes support addressing concerns without retribution to one's career or resources, including anonymity as an option. (Students, Staff, Faculty)	Establish an anonymous concern drop-box at UMSI as an alternative to confidential conversations while reinforcing encouragement to report bias incidents at the university level. This provides an avenue to raise awareness of issues or concerns generally so that themes can be identified and issues addressed broadly speaking. Individual follow up with parties named would not result from the anonymous drop-box to ensure anonymity of the person submitting the concern.	In Progress		Almost Complete
School of Information	Review existing school infrastructure for grievances and hearing concerns from students, staff and faculty harmed by individual or institutional racism at UMSI. Improve the current process and communication to ensure the UMSI and university processes are well understood. Ensure these processes support addressing concerns without retribution to one's career or resources, including anonymity as an option. (Students, Staff, Faculty)	Improve current webpage (adding a flow chart or infographic) that outlines reporting, grievance and feedback options and resources.	Complete		
School of Information	Review existing school infrastructure for grievances and hearing concerns from students, staff and faculty harmed by individual or institutional racism at UMSI. Improve the current process and communication to ensure the UMSI and university processes are well understood. Ensure these processes support addressing concerns without retribution to one's career or resources, including anonymity as an option. (Students, Staff, Faculty)	Communicate grievance options and resources (UMSI and university level) more frequently and through more channels including anonymous reporting options.	In Progress		Almost Complete

School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School of Information	Review existing school infrastructure for grievances and hearing concerns from students, staff and faculty harmed by individual or institutional racism at UMSI. Improve the current process and communication to ensure the UMSI and university processes are well understood. Ensure these processes support addressing concerns without retribution to one's career or resources, including anonymity as an option. (Students, Staff, Faculty)	Strongly encourage faculty to institute an anonymous opportunity for feedback in their courses, providing examples from current faculty who do this now. This will address the potential of students feeling concerned about sharing feedback openly and to protect students from any retaliation. It also allows the faculty member an opportunity to make changes to address the feedback.	In Progress		Somewhat Complete
School of Information	Review existing school infrastructure for grievances and hearing concerns from students, staff and faculty harmed by individual or institutional racism at UMSI. Improve the current process and communication to ensure the UMSI and university processes are well understood. Ensure these processes support addressing concerns without retribution to one's career or resources, including anonymity as an option. (Students, Staff, Faculty)	Increase the number of professional staff and/or faculty with formal conflict resolution/mediation training.	In Progress		Halfway Complete
School of Information	Review existing school infrastructure for grievances and hearing concerns from students, staff and faculty harmed by individual or institutional racism at UMSI. Improve the current process and communication to ensure the UMSI and university processes are well understood. Ensure these processes support addressing concerns without retribution to one's career or resources, including anonymity as an option. (Students, Staff, Faculty)	Establish a group of students trained in peer conflict resolution to support peer to peer and group work conflict resolution, school level grievance hearings, and discussion facilitation.	Not Started		
School of Information	Review existing school infrastructure for grievances and hearing concerns from students, staff and faculty harmed by individual or institutional racism at UMSI. Improve the current process and communication to ensure the UMSI and university processes are well understood. Ensure these processes support addressing concerns without retribution to one's career or resources, including anonymity as an option. (Students, Staff, Faculty)	In consultation with anti-racism experts, organize town halls, community gatherings, workshops and/or seminars focusing on racism and anti-Blackness (one school wide plus one each for students, for staff, and for faculty across the school year).	Complete		
School of Information	Review existing school infrastructure for grievances and hearing concerns from students, staff and faculty harmed by individual or institutional racism at UMSI. Improve the current process and communication to ensure the UMSI and university processes are well understood. Ensure these processes support addressing concerns without retribution to one's career or resources, including anonymity as an option. (Students, Staff, Faculty)	The UMSI Leadership team will participate in a workshop focusing on racism and anti-Blackness during the 2020-21 academic year.	Complete		

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. (Staff, Faculty)	Continue DEI onboarding session at faculty orientation and onboarding meetings for new staff hires.	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. (Staff, Faculty)	Seek feedback on past onboarding meetings and ideas for improving the content and/or resources provided.	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. (Staff, Faculty)	Offer and promote professional development opportunities and information resources for faculty and staff that address implicit bias and work life balance broadly, including issues related to women, gender identity, race/ethnicity, mental health, disabilities and socioeconomic status, and focusing specifically on antiracism and systemic racism.	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. (Staff, Faculty)	Continue providing financial support and/or work release time for staff to attend DEI training and activities offered on campus or through professional associations.	Complete		
School of Information	Encourage and support individual and school investment in DEI efforts and professional development. (Staff, Faculty)	Continue to support faculty and staff DEI goal setting that fosters individual growth and commitment to antiracism, diversity, equity and inclusion by providing guidance and feedback to align individual goals in FARs and staff performance reviews with one or two broader UMSI diversity goals.	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. (Doctoral Students)	Continue to develop and implement a plan for integrating DEI content into doctoral student professional development and student life programs. Emphasize work/life balance and avoiding implicit bias, including issues/topics related to leadership, underrepresented minorities, gender, international status, mental health, LGBTQ+, disabilities and lower socioeconomic status.	Complete		
School of Information	Raise awareness among Master's students of how behaviors, forms of expression, and other individual actions can result in a climate that is perceived as not inclusive by women, URM, LGBTQ, international, and disabled students. (Masters Students)	Continue to develop, implement and evaluate DEI content in Master's student Orientations and student life programs. Emphasize work/life balance and avoiding implicit bias, including issues/topics related to leadership, underrepresented minorities, gender, international status, mental health, LGBTQ+, disabilities and lower socioeconomic status.	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. (Undergraduate Students)	Continue to develop, implement and evaluate DEI content in BSI orientation and student life programs. Emphasize avoiding implicit bias and leadership, including issues/topics related to marginalized groups including women, nonU.S. Citizens, underrepresented minorities, individuals with low-income backgrounds, LGBTQ individuals and individuals with disabilities.	Complete		

School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School of Information	Foster a climate and culture that supports students, staff and faculty holistically including work/life balance, wellness, and familial commitments. Foster mutual understanding across differences and work to institutionalize inclusion in UMSI's environment including policies, practices, programs and resource allocations. (Students, Staff, Faculty)	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. (Students, Staff, Faculty)	As per recommendation from the DEI Committee's review of the 2019 School Climate Survey Reports, create a process for management team and all leadership team positions undergo evaluations similar or comparable to our Dean evaluation, providing a report in order to create actionable steps for improving staff and leadership relations.	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. (Students, Staff, Faculty)	Continue to offer regular school-level programming that supports DEI such as: iDEI Talks, Community Conversations, 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.	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. (Students, Staff, Faculty)	Continue to support and fund the UMSI DEI Committee with a renewed charge and focus. The Committee will continue to include faculty and staff co-chairs and student, staff and faculty members and will support multiple DEI goals and initiatives in support of building an inclusive and anti-racist environment. Committee members will participate in a team building workshop focusing on antiracism and will collaborate across the school to advance UMSI's efforts to become an anti-racist institution, focusing on curriculum, co-curriculum and community education and climate.	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. (Students, Staff, Faculty)	Informed by recommendations from the 2019-20 DEI Committee, organize a seminar or symposium focusing on disability issues and concerns.	In Progress		Almost Complete
School of Information	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.	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").	Complete		
School of Information	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.	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.	Not Started		
School of Information	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.	Provide resources and educational programming that fosters awareness and prevention of sexual and gender-based misconduct.	In Progress		Almost Complete
School of Information	Ensure annual evaluation of UMSI DEI efforts are transparent, actionable and assess antiracist efforts.	Summarize the themes and suggested actions from these discussions and report on ways that this impacts future DEI actions, committee charges, policy decisions, etc.	Complete		

School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School of Information	Ensure annual evaluation of UMSI DEI efforts are transparent, actionable and assess antiracist efforts.	Hold focus groups in 2020-21, open to all who are interested, focusing on the needs and concerns of Black students, Faculty of color and Staff of color. (Note: this action was proposed by both Black @ SI and by the DEI Committee.	Complete		
School of Information	Ensure annual evaluation of UMSI DEI efforts are transparent, actionable and assess antiracist efforts.	Per recommendation of the DEI Committee from review of the 2019 UMSI School Climate Survey reports, hold focus groups to explore concerns and needs of postdocs, and to better understand issues impacting women faculty and staff.	Not Started		
School of Information	Ensure annual evaluation of UMSI DEI efforts are transparent, actionable and assess antiracist efforts.	Document more fully in the annual DEI Progress Report the collective contributions of faculty and staff to UMSI primary strategic objectives: Recruitment & retention, education & scholarship, and building an inclusive community, with a focus on efforts that are explicitly anti-racist in focus and/or that address systemic societal racism.	In Progress		Almost Complete
School of Information	Ensure annual evaluation of UMSI DEI efforts are transparent, actionable and assess antiracist efforts.	Offer guidance to DEC (doctoral executive committee - student group) on avenues to engage faculty in discussions of their DEI and anti-racism work.	In Progress		Halfway Complete
School of Information	Ensure annual evaluation of UMSI DEI efforts are transparent, actionable and assess antiracist efforts.	Continue current efforts for faculty accountability with DEI goal setting as part of FARS: Provide DEI goal setting guidance annually, have DEI Leads (Judy Lawson and Devon Keen) and Dean Finholt review faculty DEI goals and progress statements, and have DEI Leads recommend language on DEI efforts for faculty evaluation letters.	Complete		
School of Information	Ensure annual evaluation of UMSI DEI efforts are transparent, actionable and assess antiracist efforts.	Increase opportunities for student input in diversity recruitment planning through an open meeting and/or by sharing a document for student input; report on student input and actions taken.	In Progress		Halfway Complete
School of Information	Ensure annual evaluation of UMSI DEI efforts are transparent, actionable and assess antiracist efforts.	Share school demographic information at school events such as Convocation and when discussing student enrollments. In addition, make links to UM enrollment reports (which include breakdown by school/college and race/ethnicity) more visible from the UMSI web site.	In Progress		Almost Complete
School of Information	Ensure annual evaluation of UMSI DEI efforts are transparent, actionable and assess antiracist efforts.	Prepare an annual report outlining diversity recruiting and retention efforts along with updated student enrollment demographics, and share this with the UMSI community.	In Progress		Almost 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.	Complete		
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/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
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	●	
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.	Not Started	●	
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'.	Complete	●	
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.	Establish a protocol document containing principles, practices, and procedures to govern faculty hires in support of DEI.	Complete	●	














School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
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	●	
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	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.	Complete	●	
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.	Complete	●	
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/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
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 2021 featuring intellectual diversity in student scholarship.	Complete	●	
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.	Complete	●	
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 2020).	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.	Create an online 'Suggestion Box' for faculty, staff, and students to provide continual feedback on DEI matters.	In Progress	●	Just Started
School of Kinesiology	Establish a mechanism for DEI feedback.	Develop a corresponding response system/process.	In Progress	●	Just Started
School of Kinesiology	Educate the Kinesiology 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.	Support central efforts to educate faculty, staff, and students on the new University of Michigan Policy on Sexual and Gender-Based Misconduct prevention ("umbrella policy").	Complete	●	
School of Kinesiology	Educate the Kinesiology 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.	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.	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.	Complete	●	
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/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School of Kinesiology	Ensure that all Kinesiology course materials are accessible to diverse 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.	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 Partnership Model across all SL DEI programming devoted to support and advocacy for students to facilitate improved support for and retention of students.	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.	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.	Build a culture of community care, inclusive of education and training, informed by current student experiences and needs in relationship to the COVID-19 pandemic and the impacts of interpersonal and institutional racism.	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.	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.	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.	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.	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.	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.	Complete	●	
Student Life	Student Plan Objective D: 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.	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.	Complete	●	










School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Student Life	Student Plan Objective D: 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.	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.	Complete		
Student Life	Student Plan Objective D: 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.	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.	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.	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.	Increase staff access to and expand staff engagement in DEI professional development programs.	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.	Increase staff awareness of and access to conflict management pathways related to addressing DEI concerns.	Complete		
Student Life	Staff Plan Objective B: 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.	Integrate best practices in hiring and onboarding new staff, with a focus on sexual harassment and sexual misconduct prevention.	Complete		
Student Life	Staff Plan Objective B: 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.	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.	Complete		
Student Life	Staff Plan Objective B: 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.	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").	Complete		
Student Life	Staff Plan Objective B: 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.	Develop and socialize unite-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.	Complete		
School of Music, Theatre, and Dance	Increase the number of applicants to SMTD from underrepresented groups.	Continue to establish strategic partnerships with 5-10 high schools and higher education institutions with the aim of encouraging all interested students at those schools, including students from underrepresented groups, students from lower socioeconomic strata as well as students who are first generation college students/graduates to apply to SMTD.			










School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School of Music, Theatre, and Dance	Increase the number of applicants to SMTD from underrepresented groups.	Update audition/interview requirements and processes to ensure a more inclusive and equitable approach to admission into SMTD.	Complete		
School of Music, Theatre, and Dance	Increase the number of applicants to SMTD from underrepresented groups.	Build on current efforts to fund Engagement and Outreach Office efforts to recruit more students from underrepresented groups.	In Progress		Almost Complete
School of Music, Theatre, and Dance	Increase in the percentage of underrepresented students who accept offers of admission and matriculate.	Offer grants to current SMTD students and student organizations for professional development, conference attendance, or emergency support. Students will be able to combine the grants with other funding sources to pursue their professional ambitions as they complete their degree.	Complete		
School of Music, Theatre, and Dance	Recruit and retain a more broadly diverse cohort of graduate students at SMTD.	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.	Complete		
School of Music, Theatre, and Dance	Recruit and retain a more broadly diverse cohort of graduate students at SMTD.	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 academic degree progress towards matriculation.	Complete		
School of Music, Theatre, and Dance	Enhance the provision of academic accommodations and learning access to students with disabilities.	Coordinate efforts with the U-M Student Inclusion, Diversity, Equity, and Accessibility (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.	Complete		
School of Music, Theatre, and Dance	Increase the number of students who apply and are accepted into the Michigan Marching Band from underrepresented groups.	Michigan Marching Band (MMB) faculty and staff to partner with other University recruitment programs to bring greater awareness to a wider pool of U-M students about the benefits of joining the MMB.	Complete		
School of Music, Theatre, and Dance	Increase the number of students who apply and are accepted into the Michigan Marching Band from underrepresented groups.	Michigan Marching Band faculty and staff will update audition requirements and processes to ensure a more inclusive and equitable approach to joining the MMB.	Complete		
School of Music, Theatre, and Dance	Increase the number of students who apply and are accepted into the Michigan Marching Band from underrepresented groups.	Michigan Marching Band faculty and staff to enhance marketing to better explain the resources available to support equal participation, including the availability of instruments and music education preparation resources.	Complete		
School of Music, Theatre, and Dance	Increase the number of applicants/hires to faculty positions from underrepresented groups.	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 pool.	Complete		
School of Music, Theatre, and Dance	Increase the number of applicants/hires to faculty positions from underrepresented groups.	Establish a process to ensure that required Strategies and Tactics for Recruiting to Improve Diversity and Excellence (STRIDE) training through the U-M ADVANCE Program is attended by all department chairs as well as faculty and staff involved with faculty hiring to ensure a more inclusive and equitable approach to hiring within SMTD.	Complete		
School of Music, Theatre, and Dance	Increase the number of applicants/hires to faculty positions from underrepresented groups.	In consultation with the U-M ADVANCE Program, Office of Institutional Equity, and Academic Human Resources, establish multiple review levels for faculty job postings with an eye especially toward the use of inclusive language that promote diverse applicant pools.	Complete		

School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School of Music, Theatre, and Dance	Increase the number of applicants/hires to faculty positions from underrepresented groups.	Integrate an item(s) in the Interfolio process that highlights SMTD's 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.	Complete		
School of Music, Theatre, and Dance	Increase the number of applicants/hires to faculty positions from underrepresented groups.	In collaboration with the U-M ADVANCE Program, Office of Institutional Equity, and Academic Human Resources, share best practices for the candidate recruitment as well as interview and evaluation process (e.g., recruitment resources, candidate selection process form, interview questions and process).	Complete		
School of Music, Theatre, and Dance	Increase the diversity of the staff, as represented by the percentage of underrepresented groups.	Require bias mitigation training of all staff that will include unconscious/implicit bias awareness training as well as harassment and discrimination prevention training.			
School of Music, Theatre, and Dance	Increase the diversity of the staff, as represented by the percentage of underrepresented groups.	Revise staff job posting language and interview process to clearly highlight our commitment to diversity, equity and inclusion such as including our DEI statement in the job description and giving specific examples during the interview of how we seek to promote DEI at SMTD.	Complete		
School of Music, Theatre, and Dance	Provide more professional development opportunities for staff that promote and support external professional development opportunities.	Offer professional development workshops and training sessions for staff that are specifically tailored to the SMTD context that are incorporated into the onboarding process and continue to be offered throughout the year.	Complete		
School of Music, Theatre, and Dance	Enhance instructional training for Graduate Student Instructors.	Working with Center for Research on Learning and Teaching and Rackham Graduate School, establish a voluntary Graduate Student Instructive Inclusive Teaching workgroup of faculty and graduate students to share their experiences and develop an Inclusive Teaching Series that provides focus on specific inclusive teaching topics throughout the year.	Complete		
School of Music, Theatre, and Dance	Raise awareness of issues related to diversity, equity, and inclusion among Michigan Marching Band members.	Michigan Marching Band faculty and staff in collaboration with SMTD DEI staff to provide Diversity & Inclusion Committee members resources and training to support the MMB's DEI efforts.	Complete		
School of Music, Theatre, and Dance	Raise awareness of issues related to diversity, equity, and inclusion among Michigan Marching Band members.	Michigan Marching Band staff to disseminate to the entire band regular updates of the Diversity & Inclusion Committee meeting discussions and activities (e.g., Canvas folder with meeting agendas and minutes).	Complete		
School of Music, Theatre, and Dance	Promote anti-racism and inclusivity in curriculum and teaching.	Establish a faculty committee to assess core undergraduate academic classes to determine DEI-specific goals and objectives for the curriculum.	Complete		
School of Music, Theatre, and Dance	Promote anti-racism and inclusivity in curriculum and teaching.	Provide support for collaborative, anti-bias, and inclusive teaching, including opportunities for faculty to formulate syllabi and performance projects, and observe and provide feedback on each other's classes, to ensure efficacy in student learning.	Complete		
School of Music, Theatre, and Dance	Promote anti-racism and inclusivity in curriculum and teaching.	Require Department Chairs to report on DEI efforts in their departments to ensure accountability and progress with SMTD's DEI Strategic Plan.	In Progress		Almost Complete
School of Music, Theatre, and Dance	Promote anti-racism and inclusivity in curriculum and teaching.	Further recognize students, faculty and staff who actively advance DEI efforts at SMTD.	In Progress		Almost Complete
School of Music, Theatre, and Dance	Support continuous learning of the scholarship about systemic racism and implicit bias to ensure a safe and inclusive environment where everyone at SMTD can thrive.	Provide guidance and best practices equip our faculty and staff to tackle systemic societal issues of racism, inequality, and injustice.	Complete		

School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School of Music, Theatre, and Dance	Support continuous learning of the scholarship about systemic racism and implicit bias to ensure a safe and inclusive environment where everyone at SMTD can thrive.	Offer mandatory bias mitigation training to faculty and staff that will include unconscious/implicit bias awareness training as well as harassment and discrimination prevention training.	In Progress		Almost Complete
School of Music, Theatre, and Dance	Support continuous learning of the scholarship about systemic racism and implicit bias to ensure a safe and inclusive environment where everyone at SMTD can thrive.	Share anti-racism learning resources (e.g., web-based resources, and monthly reading and discussion groups) and require anti-racism training for faculty and staff (e.g., racial microaggression workshop offered during faculty and staff meetings).	Complete		
School of Music, Theatre, and Dance	Support continuous learning of the scholarship about systemic racism and implicit bias to ensure a safe and inclusive environment where everyone at SMTD can thrive.	Offer intercultural learning opportunities to faculty and staff that will encourage global, inclusive, and growth mindsets around difference.	Complete		
School of Music, Theatre, and Dance	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.	Include input from students, faculty, and staff by utilizing the DEI Student Advisory Board and DEI Faculty and Staff Action Teams as new and updated 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	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.	Increase awareness and assist community members in reporting incidents of sexual misconduct and gender-based harassment through Universitywide resources and SMTD supports.	Complete		
School of Music, Theatre, and Dance	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.	Require all faculty and staff to complete the mandatory sexual misconduct training.	Complete		
School of Music, Theatre, and Dance	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.	Support the continued efforts of the 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	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.	Support central campus efforts to educate faculty, staff, and students on the forthcoming University of Michigan Policy on Sexual and Gender-Based Misconduct prevention ("Umbrella Policy").	Complete		
School of Music, Theatre, and Dance	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.	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.	Complete		
School of Music, Theatre, and Dance	Increase awareness of SMTD and university resources related to academic assistance, mental health and well-being, and conflict resolution.	Recognize and support the importance of maintaining mental health and well-being through stress-reducing programming as well as mental health awareness and management workshops for students, faculty, and staff.	Complete		
School of Music, Theatre, and Dance	Increase awareness of SMTD and university resources related to academic assistance, mental health and well-being, and conflict resolution.	Publicize existing University pathways for reporting concerns and to encourage students, faculty, and staff to report concerns for resolution.	Complete		
School of Music, Theatre, and Dance	Improve awareness among faculty, students and staff of issues related to persons with disabilities.	Provide training to faculty on how to better meet the needs of students requiring accommodations as a result of a disability. This training should also include information about what is and is not legally permissible with respect to inquiring about the disability status of students or about whatever accommodations may be required to meet the needs of certain students.	Complete		

School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School of Music, Theatre, and Dance	Improve awareness among faculty, students and staff of issues related to persons with disabilities.	Regularly inform and incorporate the input of students, faculty, and staff regarding policies or physical changes that may affect the accessibility of SMTD's spaces.	Complete		
School of Music, Theatre, and Dance	Elevate voices and representation of BIPOC (Black, Indigenous, and People of Color) community, among others, in the performing arts.	Increase funding, marketing, and space for SMTD student led School and University performances, research, and events that elevate and celebrate artists and scholars of color (among others), artistic responses to racism and historic and ongoing oppression, and demonstrate the value of anti-racism, diversity, equity, and inclusion in the arts.	Complete		
School of Music, Theatre, and Dance	Elevate voices and representation of BIPOC (Black, Indigenous, and People of Color) community, among others, in the performing arts.	SMTD leadership to engage in conversation about how to expand SMTD's commitment to diversity, equity and inclusion as it is expressed in the academic and artistic traditions practiced and presented at SMTD in order to have an even greater diversity of repertory on our main stages.	Complete		
School of Music, Theatre, and Dance	Elevate voices and representation of BIPOC (Black, Indigenous, and People of Color) community, among others, in the performing arts.	In coordination with other School and University units, launch a school-wide training curriculum focused on inclusiveness in our culture and day-to-day practices in order to elevate the voices of the BIPOC community, among others, in the performing arts.	Complete		
School of Music, Theatre, and Dance	Create a more inclusive Michigan Marching Band environment overall.	Michigan Marching Band faculty and staff to use the results of the students, faculty and staff monthly and annual surveys offered by the Michigan Marching Band to suggest revisions to internal policies and procedures.	In Progress		Somewhat Complete
School of Music, Theatre, and Dance	Create a more inclusive Michigan Marching Band environment overall.	Michigan Marching Band faculty and staff to further develop a standardized policy for behavior (e.g. policies and processes) when representing and participating in Michigan Marching Band activities that is applicable to all students, staff, and volunteers with the Band.	In Progress		Halfway Complete
School of Music, Theatre, and Dance	Create a more inclusive and open classroom/studio/office environment.	Working with Center for Research on Learning and Teaching and other campus units, establish an inclusive teaching series of workshops for faculty and Graduate Student Instructors.	Complete		
School of Music, Theatre, and Dance	Create a more inclusive and open classroom/studio/office environment.	Develop a set of templates and resources, with the advisement of Center for Research on Learning and Teaching, (teaching evaluation, syllabus content, classroom interaction, etc.) specifically designed for the teaching methods and classroom setting of SMTD.	Complete		
School of Music, Theatre, and Dance	Create a more inclusive and open classroom/studio/office environment.	Research, compile, and make more accessible multiple funding resources and consultative support to faculty in order to prepare more 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 public acknowledgement of staff contributions to SMTD.	Include up to six staff spotlights each year on the SMTD webpage and/or social media channels.	Complete		
School of Music, Theatre, and Dance	Improve new staff onboarding policies and procedures.	Develop an SMTD orientation for new staff members.	In Progress		Somewhat Complete
School of Music, Theatre, and Dance	Improve new staff onboarding policies and procedures.	Improve communication with staff about existing University and SMTD support resources that includes the University's Staff Ombudsperson and Organizational Learning resources.	Complete		
School of Music, Theatre, and Dance	Increase the number of performances given by SMTD students (and faculty) in underserved communities.	Facilitate and support opportunities for students and student groups to perform independently (e.g., not as part of a credit-bearing ensemble) within the broader community and particularly in under-resourced communities.			












School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School of Music, Theatre, and Dance	Ensure that SMTD is serving the needs of students across the University in ways that are broadly inclusive.	Assess the manner in which students across campus come to know about and audition for various non-major ensembles at SMTD, 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 U.S. – 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 U.S. – URM, Asian and males. (Faculty & staff)	Search committees are formed that represent diversity and PUN in composition whenever possible; 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 U.S. – 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 U.S. – URM, Asian and males. (Faculty & staff)	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 U.S. – 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 U.S. – 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 U.S. – URM, Asian and males. (Students)	Continue and deepen the recruitment outreach, retention, and progression efforts to prospective applicants and current students of the School of Nursing. Strategies include: Increased participation of faculty in recruitment trips such as Wolverine Express, conference trips, recruitment webinars, and recruitment fairs.	Complete		
School of Nursing	Significantly increase the diversity of our community along several dimensions of diversity, including but not limited to, the proportion of faculty, staff and students from race and gender groups underrepresented in nursing [PUN] in the U.S. – URM, Asian and males. (Students)	Continue and deepen the recruitment outreach, retention, and progression efforts to prospective applicants and current students of the School of Nursing. Strategies include: Increased outreach to HBCU's, HSI's and MSI's.	Complete		

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 U.S. – URM, Asian and males. (Students)	Continue and deepen the recruitment outreach, retention, and progression efforts to prospective applicants and current students of the School of Nursing. Strategies include: Increased outreach to nursing organizations focused on underrepresented populations and health disparities research.	Complete		
School of Nursing	Significantly increase the diversity of our community along several dimensions of diversity, including but not limited to, the proportion of faculty, staff and students from race and gender groups underrepresented in nursing [PUN] in the U.S. – URM, Asian and males. (Students)	Continue and deepen the recruitment outreach, retention, and progression efforts to prospective applicants and current students of the School of Nursing. Strategies include: Increased use of social media for recruitment generally, and during recruitment events specifically.	Complete		
School of Nursing	Significantly increase the diversity of our community along several dimensions of diversity, including but not limited to, the proportion of faculty, staff and students from race and gender groups underrepresented in nursing [PUN] in the U.S. – URM, Asian and males. (Students)	Continue and deepen the recruitment outreach, retention, and progression efforts to prospective applicants and current students of the School of Nursing. Strategies include: Increased sponsorship and partnership with 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 U.S. – URM, Asian and males. (Students)	Continue and deepen the recruitment outreach, retention, and progression efforts to prospective applicants and current students of the School of Nursing. Strategies include: Retooling the website and recruitment materials to represent the diversity of our School.	Complete		
School of Nursing	Significantly increase the diversity of our community along several dimensions of diversity, including but not limited to, the proportion of faculty, staff and students from race and gender groups underrepresented in nursing [PUN] in the U.S. – URM, Asian and males. (Students)	Continue 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		
School of Nursing	Significantly increase the diversity of our community along several dimensions of diversity, including but not limited to, the proportion of faculty, staff and students from race and gender groups underrepresented in nursing [PUN] in the U.S. – URM, Asian and males. (Students)	Continue and deepen the recruitment outreach, retention, and progression efforts to prospective applicants and current students of the School of Nursing. Strategies include: Purchasing ACT and GRE scores for students interested in Nursing.	Complete		
School of Nursing	Significantly increase the diversity of our community along several dimensions of diversity, including but not limited to, the proportion of faculty, staff and students from race and gender groups underrepresented in nursing [PUN] in the U.S. – URM, Asian and males. (Students)	Continue and deepen the recruitment outreach, retention, and progression efforts to prospective applicants and current students of the School of Nursing. Strategies include: Text from Dean to all admitted students to encourage matriculation and affirm our values.	Complete		
School of Nursing	Significantly increase the diversity of our community along several dimensions of diversity, including but not limited to, the proportion of faculty, staff and students from race and gender groups underrepresented in nursing [PUN] in the U.S. – URM, Asian and males. (Students)	Leverage university, health science schools and colleges, and other units' outreach resources.	Complete		
School of Nursing	Significantly increase the diversity of our community along several dimensions of diversity, including but not limited to, the proportion of faculty, staff and students from race and gender groups underrepresented in nursing [PUN] in the U.S. – URM, Asian and males. (Students)	Student recruitment, application, and matriculation data are tracked annually and reported within the School and University.	Complete		













School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School of Nursing	Significantly increase the diversity of our community along several dimensions of diversity, including but not limited to, the proportion of faculty, staff and students from race and gender groups underrepresented in nursing [PUN] in the U.S. – URM, Asian and males. (Students)	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 U.S. – 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 U.S. – URM, Asian and males. (Students)	Increase marketing of Nursing programs (PhD and other) by active involvement of all faculty in recruitment efforts to promote a diverse applicant pool.	Complete	●	
School of Nursing	Significantly increase the diversity of our community along several dimensions of diversity, including but not limited to, the proportion of faculty, staff and students from race and gender groups underrepresented in nursing [PUN] in the U.S. – URM, Asian and males. (Students)	Increase marketing of Nursing programs (PhD and other) by enhancing the usability of the UMSN website to promote recruitment of a diverse applicant pool.	Complete	●	
School of Nursing	Significantly increase the diversity of our community along several dimensions of diversity, including but not limited to, the proportion of faculty, staff and students from race and gender groups underrepresented in nursing [PUN] in the U.S. – URM, Asian and males. (Students)	Increase 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 U.S. – 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	●	
School of Nursing	Significantly increase the diversity of our community along several dimensions of diversity, including but not limited to, the proportion of faculty, staff and students from race and gender groups underrepresented in nursing [PUN] in the U.S. – URM, Asian and males. (Students)	Graduate Student recruitment events will be organized via the Rackham Faculty Allies Grant.	Complete	●	
School of Nursing	Increase our retention of diverse groups, including but not limited to, PUN faculty, staff and students: Increase the number of diverse and PUN faculty.	Continue to assure every newly appointed faculty has appropriate mentor (s).	Complete	●	
School of Nursing	Increase our retention of diverse groups, including but not limited to, PUN faculty, staff and students: Increase the number of diverse and PUN faculty.	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 our retention of diverse groups, including but not limited to, PUN faculty, staff and students: Increase the number of diverse and PUN faculty.	Research best practices, develop and pilot a retention toolkit for all assistant professors.	Complete	●	

School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School of Nursing	Increase our retention of diverse groups, including but not limited to, PUN faculty, staff and students: Increase the number of diverse and PUN faculty.	Train supervisors in strategies for successful recruitment of PUN.	Complete	●	
School of Nursing	Increase our retention of diverse groups, including but not limited to, PUN faculty, staff and students: Increase the number of diverse and PUN faculty.	Provide documentation of efforts to cultivate a diverse slate of candidates from all positions.	Complete	●	
School of Nursing	Increase our retention of diverse groups, including but not limited to, PUN faculty, staff and students: Increase the number of diverse and PUN faculty.	Develop appropriate tracking methods to identify individuals who are having difficulties in career progression.	Complete	●	
School of Nursing	Increase our retention of diverse groups, including but not limited to, PUN faculty, staff and students: Increase the number of diverse and PUN faculty.	Chief Inclusion Officer will sit on all executive level and select managerial, staff and faculty search committees.	Complete	●	
School of Nursing	Increase our retention of diverse groups, including but not limited to, PUN faculty, staff and students: Increase the number of diverse and PUN faculty.	Online and tutorial resources will be developed for faculty and staff searches.	Complete	●	
School of Nursing	Increase our retention of diverse groups, including but not limited to, PUN faculty, staff and students: Increase the number of diverse and PUN faculty.	Search Committees will uniformly consider candidates experience with and commitment to DEI for all faculty, staff and administrative searches.	Complete	●	
School of Nursing	Increase our retention of diverse groups, including but not limited to, PUN faculty, staff and students: 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 our retention of diverse groups, including but not limited to, PUN faculty, staff and students: 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 our retention of diverse groups, including but not limited to, PUN faculty, staff and students: 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 our retention of diverse groups, including but not limited to, PUN faculty, staff and students: Increase the number of students from diverse communities. (Students)	Continue the UMSN Gateways Fellowship.	Complete	●	
School of Nursing	Increase our retention of diverse groups, including but not limited to, PUN faculty, staff and students: Increase the number of students from diverse communities. (Students)	Create DEI related professional development opportunities for students via the DEI in Healthcare Seminar Series.	Complete	●	
School of Nursing	Increase our retention of diverse groups, including but not limited to, PUN faculty, staff and students: 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	Increase our retention of diverse groups, including but not limited to, PUN faculty, staff and students: Increase the number of students from diverse communities. (Students)	Move forward first UMSN Pre-PhD Institute for all incoming PhD Students.	Complete	●	
School of Nursing	Increase our retention of diverse groups, including but not limited to, PUN faculty, staff and students: Increase the number of students from diverse communities. (Students)	Move forward Undergraduate Peer Mentoring program option with emphasis on student academic success and belonging.	Complete	●	















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 programs to enrich our understanding of identity at UMSN and gain insight into the varied experiences of identity and the relationships between various identity based groups.	Complete	●	
School of Nursing	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	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 understanding of diversity, equity, and inclusion in didactic and clinical learning. (Students and Instructional Staff)	Conduct audits to establish baseline of DEI in the curriculum for all undergraduate and graduate core courses.	Complete	●	
School of Nursing	Enhance existing curricular requirements to include broader understanding of diversity, equity, and inclusion in didactic and clinical learning. (Students and Instructional Staff)	Revise courses as needed to include DEI content.	Complete	●	
School of Nursing	Enhance existing curricular requirements to include broader understanding of diversity, equity, and inclusion in didactic and clinical learning. (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 understanding of diversity, equity, and inclusion in didactic and clinical learning. (Students and Instructional Staff)	Identify specific clinical placements in non-traditional settings and/or engaging with diverse populations for undergraduate and graduate students as appropriate.	Complete	●	
School of Nursing	Enhance existing curricular requirements to include broader understanding of diversity, equity, and inclusion in didactic and clinical learning. (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 understanding of diversity, equity, and inclusion in didactic and clinical learning. (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 understanding of diversity, equity, and inclusion in didactic and clinical learning. (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 understanding of diversity, equity, and inclusion in didactic and clinical learning. (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	●	
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/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
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 training and activities while embedding DEI into already existing professional development opportunities.	Complete		
School of Nursing	Increase cultural competence of all members of our community. (All Constituencies)	Increase informal opportunities to dialogue on DEI issues.	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 training 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.	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	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.	In Progress		
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.	In Progress		














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 reviews.	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 and gender-based 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	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.	Support unit-level participation in mandatory training.	Complete	●	
School of Nursing	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.	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").	Complete	●	
School of Nursing	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.	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.	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.	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; 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 for recruiting a diverse pool of students.	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	●	Almost Complete

School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School of Education	Continue and enhance dije-based partnership development for recruiting a diverse pool of students.	Continue to develop means of tracking the demographic impact of our new education minor.	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.	Complete		
School of Education	Continue to develop baseline ways of tracking the impact of our new minor on diverse student recruitment to the SOE.	Use the tracking system developed last year to analyze the demographic impact of undergrads declaring our minor.	Complete		
School of Education	Continue and expand faculty and GSI/TA professional development efforts related to anti-racism and decentering whiteness.	Continued offerings of whiteness readings 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 will work with program chairs to continue and support their indepth examination of the professional school and academic program (undergraduate and graduate) curricula for the privileging of white values, perspectives, and people.	Complete		
School of Education	Continue and expand faculty and GSI/TA professional development efforts related to anti-racism and decentering whiteness.	Self-Study Workshop: Using Layla Saad's Me and White Supremacy in conjunction with dialogical practices from the UM's Program on Intergroup Relations, participants will complete the 4-part reflective program, facilitated and supported by Maren Oberman.	Complete		
School of Education	Continue and expand faculty and GSI/TA professional development efforts related to anti-racism and decentering whiteness.	Convene an anti-racism task force to make additional recommendations for curricular and policy change.	In Progress		Halfway Complete
School of Education	Continue and expand faculty and GSI/TA professional development efforts related to anti-racism and decentering whiteness.	SOE leaders will offer professional development for GSIs and TAs.	In Progress		Almost Complete
School of Education	Continue concerted and collective efforts to decenter whiteness throughout SOE curricula and 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 Gholson.	Complete		
School of Education	Continue concerted and collective efforts to decenter whiteness throughout SOE curricula and better represent and include issues of gender identity and sexual orientation, religious diversity, and/or (dis)ability.	Faculty will appraise their syllabi and other course materials through a dije lens and adjust decenter whiteness and better represent the following topics: gender identity and sexual orientation, religious diversity, and (dis)ability.	In Progress		Almost Complete
School of Education	Continue concerted and collective efforts to decenter whiteness throughout SOE curricula and better represent and include issues of gender identity and sexual orientation, religious diversity, and/or (dis)ability.	Continue the Colloquium series in which students and faculty collaborate to present on ongoing or recent research related to pressing dije issues in education.	In Progress		Almost Complete
School of Education	Collaborate with various historically minoritized student groups to implement initiatives to affirm and better serve these groups (students with disabilities, Latinx students, Black male students).	The dean will lead fireside chats developed in collaboration with student leaders from our Black and Latinx community where we listen to concerns and experiences.	In Progress		Somewhat Complete
School of Education	Collaborate with various historically minoritized student groups to implement initiatives to affirm and better serve these groups (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/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School of Education	Collaborate with various historically minoritized student groups to implement initiatives to affirm and better serve these groups (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		Almost Complete
School of Education	Collaborate with various historically minoritized student groups to implement initiatives to affirm and better serve these groups (students with disabilities, Latinx students, Black male students).	Continue our Black Male Student Roundtable, which is open to all groups, but designed specifically to examine issues related to the Black male experience in U.S. education and at our institution.	In Progress		Halfway Complete
School of Education	Collaborate with various historically minoritized student groups to implement initiatives to affirm and better serve these groups (students with disabilities, Latinx students, Black male students).	Continue to host 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 the needs of historically minoritized students.	In Progress		Halfway Complete
School of Education	Continue and enhance staff equity and inclusion initiatives.	Partner with human resources to create more dije-related professional development opportunities for staff in the SOE.	In Progress		Somewhat Complete
School of Education	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.	In Progress		Somewhat Complete
School of Education	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.	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		Halfway Complete
School of Education	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.	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.	Complete		
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		Almost Complete
School of Education	Continue 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		Almost Complete
School of Education	Continue 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.	Not Started		
School of Education	Continue 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.	Not Started		
School of Education	Continue to advance and expand the Detroit P20 Partnership.	Teacher hiring.	Complete		
School of Education	Continue to advance and expand the Detroit P20 Partnership.	Continued curriculum development work.	In Progress		Almost Complete
School of Education	Continue to advance and expand the Detroit P20 Partnership.	Work with U-M units to develop wrap-around support services.	In Progress		Halfway Complete
School of Education	Continue to advance and expand the Detroit P20 Partnership.	Securing of new arts programming for the school.	In Progress		Somewhat Complete

School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
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.	Continue to build database of internship opportunities for students in our minor and 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.	In Progress		Somewhat 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 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.	Align Organizational Learning and LinkedIn Learning courses to foundational DEI and anti-racism concepts.	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.	Partner with Taubman Health Sciences Library to modify DEI resources page on SPH intranet based on 2020-2022 action items and themes.	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.	Explore the development of a leadership speaker series.	In Progress		Somewhat 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.	Promote greater integration of faculty, staff, and students by creating a team to review all DEI action items.	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.	Brainstorm ways to focus on retention of faculty, staff and students through data analysis, exit interview information and trends.	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.	Create an anti-racism working group to accelerate and coordinate anti-racism efforts across our school. This group will catalyze additional anti-racism actions throughout the school in year 5.	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 and continually review metrics to assess success towards DEI goals. Continue to create alignment between the Office of Diversity, Equity, and Inclusion Metrics and SPH DEI metrics.	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 opportunities to acknowledge religious celebrations.	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.	Collect comments from SPH community (both anonymous and not).	Complete		

School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
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.	Work with OIE to ensure proper connections to the school.	In Progress		Just 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	Develop a system for sharing and responding to individual concerns.	Gather promising practices to publicize and promote ways for faculty, staff, and students to provide feedback, opportunities for improvement, and/or share concerns.	Complete		
School of Public Health	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.	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 and inclusion, and sexual and gender-based misconduct prevention work that is already underway.	Not Started		
School of Public Health	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.	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").	Complete		
School of Public Health	Recruit and retain a diverse faculty.	SADFA 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. Updated to add: Provide guidelines to all departments to use in their recruitment processes.	In Progress		Somewhat Complete
School of Public Health	Recruit and retain a diverse faculty.	Investigate online workshops on unconscious bias in hiring and selection.	In Progress		Just Started
School of Public Health	Recruit and retain a diverse faculty.	Evaluate past history of retention by department (five-year retrospective).	Complete		
School of Public Health	Recruit and retain a diverse faculty.	Brainstorm an exit interview process for faculty.	In Progress		Just Started
School of Public Health	Recruit and retain a diverse faculty.	Hold faculty focus groups on opportunities and challenges regarding faculty DEI climate.	In Progress		Somewhat 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/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School of Public Health	Improve faculty's ability to teach and mentor a diverse graduate and undergraduate 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.	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.	Analyze Rackham exit survey data gathered from departments and create list of DEI issues to be addressed.	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.	Brainstorm inclusive teaching and resilient teaching strategies for remote, hybrid and in-person learning in response to COVID-19.	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.	Promote Organizational Learning Workshops and Heritage Month Series.	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.	Continue working toward the implementation of the SPH Leadership Academy for faculty.	Complete		
School of Public Health	Recruit and retain a diverse research and administrative staff (i.e. research, administration, contingent).	Require DEI language in all-staff postings.	Complete		
School of Public Health	Recruit and retain a diverse research and administrative staff (i.e. research, administration, contingent).	Monitor and verify DEI language on all-staff postings.	Complete		
School of Public Health	Recruit and retain a diverse research and administrative staff (i.e. research, administration, contingent).	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 (i.e. research, administration, contingent).	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 (i.e. research, administration, contingent).	Collaborate with department administrators to present to groups about recruiting resources and best practices.	Complete		
School of Public Health	Recruit and retain a diverse research and administrative staff (i.e. research, administration, contingent).	Perform an assessment of UM recruitment resources and opportunities to use them at the School of Public Health.	Not Started		
School of Public Health	Promote an inclusive and supportive staff environment.	Begin implementation of exit interview process in two departments per year Update: The exit interview process will be implemented in every SPH department in the next academic year.	Complete		
School of Public Health	Promote an inclusive and supportive staff environment.	Maintain and refine school-wide new staff orientation.	Complete		

School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School of Public Health	Promote an inclusive and supportive staff environment.	Implement department-level new staff onboarding practices.	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.	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.	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, attending one or more department meetings per year, and continuing to publicize the newly created new employee website.	In Progress	●	Somewhat 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.	Support effective use of the performance management system in order to promote annual meetings and communication about goals and progress between employees and managers.	In Progress	●	Halfway Complete
School of Public Health	Promote an inclusive and supportive staff environment.	Create an email list of postdoctoral researchers	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.	Market electronic comment collection to staff.	Complete	●	
School of Public Health	Recruit and retain a diverse student body.	Hold DEI events and workshops to engage students.	Complete	●	















School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
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.	In Progress		Almost 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.	Not Started		
School of Public Health	Recruit and retain a diverse student body.	Update: Train faculty to be aware of potential, permissible considerations during the holistic, individualized admissions process through Rackham's new workshop for admissions chairs as well as other training opportunities.	Complete		
School of Public Health	Recruit and retain a diverse student body.	Find opportunities to highlight the school's commitment to DEI in communications to prospective and 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.	Complete		
School of Public Health	Recruit and retain a diverse student body.	Continue work with partners at the Atlanta University Center Consortium to build bi-directional, mutually beneficial partnerships.	Complete		
School of Public Health	Recruit and retain a diverse student body.	Review available recruitment data to determine what is available and what is needed.	In Progress		Somewhat 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.	In Progress		Somewhat 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.	Complete		
School of Public Health	Recruit and retain a diverse student body.	Provide components of student exit surveys and class evaluations supporting the schoolwide evaluation plan for inclusion in the school's data dashboard (i.e., required CEPH elements).	In Progress		Somewhat Complete
School of Public Health	Recruit and retain a diverse student body.	Assess current DEI student programming.	Complete		
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 microaggressions that is transparent and accessible to all students.			
School of Public Health	Improve student-student interactions in the classroom.	Develop grant process for student-led DEI events. This process will be evaluated and refined over time for maximum impact .	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.	Embed Council on Education for Public Health (CEPH) degree requirements into core courses.	Complete		

School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
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.	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.	In Progress		Just Started
School of Public Health	Increase students' understanding of the role of diversity and inclusion in public health.	Create a massive open online course (MOOC) on the social determinants of health, allowing this educational content to be accessed for free within and outside of the UM community.	In Progress		Somewhat Complete
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	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.	Not Started		
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.	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		

School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
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.	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.	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.	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.	Coordinate existing diversity-focused websites to include access to information/tools/ resources to allow a variety of options for staff members to self-manage their individual needs to increase awareness levels and develop an effective skill-set that supports their ability to demonstrate their importance of diversity, equity and inclusion in the workplace.	Complete	●	
Stamps School of Art 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.	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	●	

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	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; Create an equitable and diverse Stamps community on all employment levels— administrative n, tenured and tenure-track faculty, lecturers, studio coordinators.	Provide faculty with an anonymous year-end report on students' experiences of discrimination at Stamps by soliciting feedback from advisors, students, staff and other faculty.	Complete	●	
Stamps School of Art and Design	Create an inclusive climate in which all members of Stamps community can thrive and strive for excellence; Create an equitable and diverse Stamps community on all employment levels— administrative n, tenured and tenure-track faculty, lecturers, studio coordinators.	Communications and marketing campaign that integrates diversity as a core value of Stamps School both internally and externally.	Complete	●	
Stamps School of Art and Design	Create an inclusive climate in which all members of Stamps community can thrive and strive for excellence; Create an equitable and diverse Stamps community on all employment levels— administrative n, tenured and tenure-track faculty, lecturers, studio coordinators.	Branding of Stamps as a school that reflects diversity of trends, perspectives, and makers within the professional world of art and design; where it is demonstrated across the curriculum (on all levels, from the foundation year to the IP; 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	Sexual Harassment and Misconduct Prevention: 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.	Support central efforts to educate faculty, staff and students on the new University of Michigan Policy on Sexual and Gender-based Misconduct prevention ("umbrella policy").	Complete	●	
Stamps School of Art and Design	Sexual Harassment and Misconduct Prevention: 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.	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 and Inclusion, and Sexual and Gender-Based Misconduct Prevention work that is already underway.	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	●	


School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
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	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	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.	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	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 and Director of Communications to develop a workshop for Stamps faculty and staff related to accessibility and post materials online.	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.	Conduct best practice research on best approaches for counseling prospective students and parents (including underrepresented minorities, first generation and low SES students).	Complete	●	
Stamps School of Art 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 and monitor the retention rates for these groups.	Continue outreach to students at UM Dearborn and UM Flint.	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 and monitor the retention rates for these groups.	Strategically identify diverse locations and approaches for recruitment.	Complete	●	

School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
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 and monitor the retention rates for these groups.	Implement and evaluate the 4+1 program for MSW admissions with UM-Dearborn and the UM Ann Arbor Sociology department.	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 and monitor the retention rates for these groups.	Office of Student Services staff to increase its presence in Detroit.	In Progress		Somewhat 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 and monitor the retention rates for these groups.	Track admissions, enrollment, and retention of students from underrepresented groups, including racial and ethnic minorities, and diverse sexual identities, and gender expressions.	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 and monitor the retention rates for these groups.	Track retention rates of students from underrepresented groups, including racial and ethnic minorities, and diverse sexual identities, and gender expressions.	Complete		
School of Social Work	Ensure consistent support for successful learning experiences.	Increase the overall amount of financial assistance.	In Progress		Halfway Complete
School of Social Work	Ensure consistent support for successful learning experiences.	Identify sources of student support such as increasing emergency funding, support for caregivers, child-care, student networks for finding roommates, housing, ridesharing, and other resource sharing.	Complete		
School of Social Work	Ensure consistent support for successful learning experiences.	Inform students of available resources and supports related to best practices for online learning.	Complete		
School of Social Work	Ensure consistent support for successful learning experiences.	Foster faculty-staff commitment to anti-racism and social justice.	In Progress		Almost 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 for career advancement opportunities for SSW staff by posting all new staff positions on a page on the School of Social Work website and communicating these openings when they become available.	Complete		
School of Social Work	Increase the diversity of staff from underrepresented groups, including racial and ethnic minorities, people with disabilities, and diverse sexual identities, and gender expressions.	Human Resource Administrators will provide quarterly reports to the School's leadership on: Number and location of positions posted.	Complete		
School of Social Work	Increase the diversity of staff from underrepresented groups, including racial and ethnic minorities, people with disabilities, and diverse sexual identities, and gender expressions.	Human Resource Administrators will provide quarterly reports to the School's leadership on: Number of internal and external applicants.	Complete		
School of Social Work	Increase the diversity of staff from underrepresented groups, including racial and ethnic minorities, people with disabilities, and diverse sexual identities, and gender expressions.	Human Resource Administrators will provide quarterly reports to the School's leadership on: Number of internal and external interviews.	Complete		
School of Social Work	Increase the diversity of staff from underrepresented groups, including racial and ethnic minorities, people with disabilities, and diverse sexual identities, and gender expressions.	Human Resource Administrators will provide quarterly reports to the School's leadership on: Number of hires or promotions.	Complete		
School of Social Work	Increase the diversity of staff from underrepresented groups, including racial and ethnic minorities, people with disabilities, and diverse sexual identities, and gender expressions.	Human Resource Administrators will provide quarterly reports to the School's leadership on: Number of internal applicants that did not receive the position but instead received career counseling.	In Progress		Halfway Complete













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.	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.	Identify professional associations, networks, and individuals who may include or reach applicants from underrepresented groups and assure that they receive any new staff postings.	In Progress		Just Started
School of Social Work	Increase the diversity of staff from underrepresented groups, including racial and ethnic minorities, people with disabilities, and diverse sexual identities, and gender expressions.	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		Somewhat 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		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		Somewhat 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	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.	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.	Develop clearer guidelines for how we rate and factor in demonstrated contributions to DEI in the search process.	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.	Complete		
School of Social Work	Ensure consistent support for career development of all junior faculty.	Continue to develop faculty understanding of tenure and promotion system.	In Progress		Almost Complete

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.	Provide support for faculty promotion and tenure including participation in the Faculty Success Program (FSP) through the National Center for Faculty Development & Diversity (NCFDD).	Complete		
School of Social Work	Ensure consistent support for career development of all junior faculty.	Ensure that faculty have a clear understanding of the promotion and tenure process and requirements.	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.	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.	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		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.	During hiring searches prioritize facilitation and inclusive teaching skills that engage and contribute to conversations about diversity, equity and inclusion and antiracism.	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.	Not Started		
School of Social Work	Improve upon hiring and promotion practices to attract, retain, reward, and inspire LEO and Governing faculty to continually hone their ability to facilitate transformational learning via inclusive teaching methods.	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 onboarding 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.	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 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.	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.	Reward diversity, equity and inclusion leadership among faculty.	Complete		

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.	Support faculty scholarship on diversity, equity and inclusion related topics through seed funding.	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 advising.	Complete		
School of Social Work	Provide more consistent and supportive faculty advising.	Pilot and assess the revised MSW advising model.	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, and ENGAGE Team.	Integrate DEI goals into each offices' annual plan.	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, and ENGAGE Team.	Consult regularly with office directors and staff to strengthen DEI focused activities and assess their contributions to the DEI plan objectives.	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 integrate learning around Privilege, Oppression, Diversity and Social Justice (PODS) and anti-racist practices and 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 student evaluation and faculty feedback from 504 and make needed refinements to the course. Incorporate dialogue models (or other models) as a key 504 component.	Complete		
School of Social Work	Students will develop greater skill and ability to participate, lead and respond in transformational conversations.	Ensure the MSW curriculum effectively integrates Privilege, Oppression, Diversity and Social Justice (PODS) and anti-racist frameworks .	In Progress		Almost Complete
School of Social Work	Students will develop greater skill and ability to participate, lead and respond in transformational conversations.	Assess current syllabi for Privilege, Oppression, Diversity and Social Justice (PODS) content.	Complete		
School of Social Work	Students will develop greater skill and ability to participate, lead and respond in transformational conversations.	Provide support to faculty around embedding Privilege, Oppression, Diversity and Social Justice (PODS) into courses.	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.	Foster school-wide learning around DEI, anti-racism, and BIPOC-related issues through school-wide programming.	Complete		
School of Social Work	Students will develop greater skill and ability to participate, lead and respond in transformational conversations.	The Curriculum Committee will conduct an evaluation to assess the integration of PODS content and experiences in courses.	In Progress		Almost Complete
School of Social Work	Students will develop greater skill and ability to participate, lead and respond in transformational conversations.	Assess all proposed courses for contributions to PODS and anti-racist education.	Complete		
School of Social Work	Students will develop greater skill and ability to participate, lead and respond in transformational conversations.	Develop a School-wide definition of social justice and anti-racism that is a focal point of our curriculum.	In Progress		Almost Complete

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.	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.	Record and post all developmental trainings around transformational learning in a centralized location that all faculty have access to.	In Progress		Almost 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.	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.	Offer Continuing Education units for faculty development activities when possible.	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.	Ensure consistency across the SSW regarding asynchronous/synchronous virtual learning and make all content on learning platforms accessible for people of different learning abilities.	In Progress		Almost 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 faculty and staff with trainings and support for best practices via virtual instruction.	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 internally within the SSW and the external community.	In Progress		Almost Complete
School of Social Work	Provide more holistic student support.	Inform students of the different sources for emergency funding.	Complete		
School of Social Work	Provide more holistic student support.	Publicize available resources for student caregivers and student parents.	Complete		
School of Social Work	Provide more holistic student support.	Provide holistic programs to support all students for wellness and academic experiences.	In Progress		Almost Complete
School of Social Work	Provide more holistic student support.	Provide programs for all interested students that focus on areas of interest identified by students, particularly those with underrepresented identities, around wellness and academic experiences.	In Progress		Almost Complete
School of Social Work	Provide more holistic student support.	Identify mechanisms to reward and financially support diversity, equity and inclusion work among students.	Complete		
School of Social Work	Provide more holistic student support.	SSW faculty will initiate communication and coordination with the Social Science programs (administrators and faculty) in recognizing the identified problem areas and enacting relevant initiatives and changes.	In Progress		Just Started
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.	In Progress		Just Started
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/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
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	Create accountability mechanisms that support inclusive participation.	Expand efforts to increase awareness of the Campus Climate Support staff, the UM Ombudsman, and the Office of Student Conflict Resolution at U-M to address expressions of bias.	Complete		
School of Social Work	Create accountability mechanisms that support inclusive participation.	Develop mechanisms to engage OSCR to facilitate restorative justice practice approaches in responding to incidents of unlawful bias in our school.	In Progress		Almost Complete
School of Social Work	Create accountability mechanisms that support inclusive participation.	Raise awareness of the formalized procedures for students to address concerns with an emphasis on the identification of solutions.	Complete		
School of Social Work	Create accountability mechanisms that support inclusive participation.	Provide more opportunities for students to share their voices and concerns with faculty.	Complete		
School of Social Work	Create accountability mechanisms that support inclusive participation.	Develop a clearer process and increase transparency around student participation on School committees and the roles of student representatives on committees.	Complete		
School of Social Work	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.	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		Somewhat Complete
School of Social Work	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.	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		Somewhat Complete
School of Social Work	The SSW will engage in more purposeful and organized efforts related to populations that are currently, and have historically, been shut off from opportunities. The SSW will make public an informed social work discourse related to current events and social justice matters which is part of our responsibility as a school of social work.	The School will more actively create dedicated, regular, accessible (via Zoom, streaming etc.) spaces to gather and discuss current events as they relate to diversity, equity, inclusion and social justice.	Complete		
School of Social Work	Increase culturally responsive engagement with communities with an emphasis on building just relationships and how to appropriately enter and exit communities. Increase faculty involvement in community activities, partnerships and with social work-related organizations and groups.	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		Almost Complete
School of Social Work	Increase culturally responsive engagement with communities with an emphasis on building just relationships and how to appropriately enter and exit communities. Increase faculty involvement in community activities, partnerships and with social work-related organizations and groups.	Create connections with local K-12 institutions.	Complete		
School of Social Work	Increase culturally responsive engagement with communities with an emphasis on building just relationships and how to appropriately enter and exit communities. Increase faculty involvement in community activities, partnerships and with social work-related organizations and groups.	Invite community members to participate in in SSW events and discussions.	Complete		

School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
School of Social Work	Increase culturally responsive engagement with communities with an emphasis on building just relationships and how to appropriately enter and exit communities. Increase faculty involvement in community activities, partnerships and with social work-related organizations and groups.	Develop Incentives for more faculty to build and sustain community partnerships.	In Progress		Somewhat Complete
School of Social Work	Increase culturally responsive engagement with communities with an emphasis on building just relationships and how to appropriately enter and exit communities. Increase faculty involvement in community activities, partnerships and with social work-related organizations and groups.	Hold more classes in agency contexts.	Complete		
School of Social Work	Increase culturally responsive engagement with communities with an emphasis on building just relationships and how to appropriately enter and exit communities. Increase faculty involvement in community activities, partnerships and with social work-related organizations and groups.	Increase the number of assignments, including independent studies that involve connecting with communities.	Complete		
School of Social Work	Increase culturally responsive engagement with communities with an emphasis on building just relationships and how to appropriately enter and exit communities. Increase faculty involvement in community activities, partnerships and with social work-related organizations and groups.	Increase the number of community members who are guest speakers and provide compensation.	Complete		
School of Social Work	Increase culturally responsive engagement with communities with an emphasis on building just relationships and how to appropriately enter and exit communities. Increase faculty involvement in community activities, partnerships and with social work-related organizations and groups.	Invite community members to participate in conferences, events, activities, classes, etc.	In Progress		Almost Complete
School of Social Work	Increase culturally responsive engagement with communities with an emphasis on building just relationships and how to appropriately enter and exit communities. Increase faculty involvement in community activities, partnerships and with social work-related organizations and groups.	Address SSW's relationship with the Anishinaabeg - Three Fires Confederacy of Ojibwe, Odawa & Bodewadmi peoples.	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.	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.	Complete		
School of Social Work	Create more robust communication strategies to increase transparency around the School's DEI efforts and progress.	Develop a crisis response plan that outlines how we respond following pressing events both locally and nationally.	Complete		
School of Social Work	Create more robust communication strategies to increase transparency around the School's DEI efforts and progress.	Develop a plan for regular communication with updates on DEI efforts and progress on the list of student demands.	In Progress		Almost Complete
School of Social Work	Create more robust communication strategies to increase transparency around the School's DEI efforts and progress.	Make meeting notes from School committees more accessible and easy to find.	In Progress		Almost Complete
Taubman College of Architecture	Develop and implement targeted recruitment strategies.	Refine strategic recruitment plan.	In Progress		Almost Complete

School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Taubman College of Architecture	Develop and implement targeted recruitment strategies.	Continue to 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.	Not Started		
Taubman College of Architecture	Align and improve architecture and urban planning outreach pathways for K-12 and graduate programs to align with DEI values.	Continue to implementation of the college-wide Taubman College Pathways Program.	Complete		
Taubman College of Architecture	Align and improve architecture and urban planning outreach pathways for K-12 and graduate programs to align with DEI values.	Integrate college access pathways programs to work in synchrony and be more accessible.	In Progress		Somewhat Complete
Taubman College of Architecture	Align and improve architecture and urban planning outreach pathways for K-12 and graduate programs to align with DEI values.	Pathways programs are sustainable.	Complete		
Taubman College of Architecture	Align and improve architecture and urban planning outreach pathways for K-12 and graduate programs to align with DEI values.	Continue to develop strategic partnerships with regional institutions and the Equity in Architectural Education Consortium for long term sustainability of ArcPrep as a pathways program to diversify the architecture field.	Complete		
Taubman College of Architecture	Institutionalize connections with Minority Serving Institutions (MSI).	Work with Minority Serving Institutions through the Equity in Architecture Education Consortium to implement identified partnership opportunities.	Complete		
Taubman College of Architecture	Restructure student financial support to prioritize need based and DEI efforts.	Continue to present donors with the opportunity to create scholarships that support DEI efforts.	Complete		
Taubman College of Architecture	Restructure student financial support to prioritize need based and DEI efforts.	Institutionalize student emergency funding and resources support, using an equity lens.	Complete		
Taubman College of Architecture	Restructure student financial support to prioritize need based and DEI efforts.	Students receive scholarship support adequate for their needs.	In Progress		Somewhat Complete
Taubman College of Architecture	Restructure student financial support to prioritize need based and DEI efforts.	Develop criteria for prospective student financial support fee waiver for low socioeconomic status applicants.	Complete		
Taubman College of Architecture	Improve Holistic Student Orientations.	Continue implementing 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.			
Taubman College of Architecture	Improve Holistic Student Orientations.	Develop orientation for summer start students.			
Taubman College of Architecture	Expand mentoring opportunities for students.	Pilot peer mentorship program incoming undergraduate students.	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.	Develop equity framework for students.	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.	Not Started		

School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Taubman College of Architecture	Strengthen support systems for all students, with particular emphasis on under- represented minority and international students.	Provide U.S. cultural context programming for international students			
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.	Develop long-term student engagement and satisfaction measurement mechanism.	Complete		
Taubman College of Architecture	Strengthen support systems for all students, with particular emphasis on under- represented minority and international students.	Develop support systems for PhD Students.	Complete		
Taubman College of Architecture	Evaluate and create academic and non-academic policies.	Develop non-academic student misconduct policy, including the need for a student initiated academic misconduct policy .			
Taubman College of Architecture	Institutionalize/ Revise faculty search protocols to prioritize DEI goals.	Institutionalize rubric-based faculty search committee procedures.			
Taubman College of Architecture	Institutionalize/ Revise faculty search protocols to prioritize DEI goals.	Broaden outreach strategies in an effort to diversify faculty candidate pools.	Complete		
Taubman College of Architecture	Increase faculty retention.	Demystify faculty tenure and promotion process.	In Progress		Halfway Complete
Taubman College of Architecture	Increase faculty retention.	Evaluate current tenure and promotion process through an equity lens.	In Progress		Just Started
Taubman College of Architecture	Increase faculty retention.	Evaluate current lecturer review process through equity lens.			
Taubman College of Architecture	Implement revised staff search protocols to prioritize DEI goals.	Institutionalize staff hiring teams protocols.	In Progress		Almost Complete
Taubman College of Architecture	Implement revised staff search protocols to prioritize DEI goals.	Evaluate diversity sourcing platforms and develop diversity outreach strategy.			
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.	Complete		
Taubman College of Architecture	Create transparent and inclusive policies and practices for new and current employees.	Institutionalize staff organizational policies.	In Progress		Somewhat Complete
Taubman College of Architecture	Create transparent and inclusive policies and practices for new and current employees.	Institutionalize workplace buddy system for new employees.	Complete		
Taubman College of Architecture	Create transparent and inclusive policies and practices for new and current employees.	Prototype staff development opportunities policy.			
Taubman College of Architecture	Create transparent and inclusive policies and practices for new and current employees.	Develop internal communications plan with DEI lens.	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.	Complete		
Taubman College of Architecture	Institutionalize Inclusive Teaching Paradigm.	Training for college faculty in inclusive curriculum development.	Complete		

School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Taubman College of Architecture	Institutionalize Inclusive Teaching Paradigm.	Train college faculty on handling difficult DEI subjects in the classroom, including intervention.	Complete	●	
Taubman College of Architecture	Institutionalize Inclusive Teaching Paradigm.	Disseminate Taubman College DEI course guide.		●	
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.		●	
Taubman College of Architecture	Make DEI Foundational to Teaching.	Continue to diversify topics and lecturers in 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, thesis courses, and capstone, with emphasis on racial diversity and organizations that promote and work for design and social justice.	Complete	●	
Taubman College of Architecture	Make DEI Foundational to Teaching.	Continue to support faculty to experiment with studio jury options that empower student voice and uplift students' experience.	Complete	●	
Taubman College of Architecture	Make DEI Foundational to Teaching.	Institutional tracking of invited studios and capstone jurors over time.	In Progress	●	Almost Complete
Taubman College of Architecture	Make DEI Foundational to Teaching.	Partner with students as co-curators of pedagogical content.	Complete	●	
Taubman College of Architecture	Embed community engagement in teaching and learning.	Institutionalize Public Interest Design (PID) into curriculum.	Complete	●	
Taubman College of Architecture	Embed community engagement in teaching and learning.	Institutionalize Taubman College Design Corps.	Complete	●	
Taubman College of Architecture	Embed community engagement in teaching and learning.	Pilot public engagement initiative.	Complete	●	
Taubman College of Architecture	Embed equity into fellowship programs.	Evaluate four Taubman College fellowship with an equity lens.	Complete	●	
Taubman College of Architecture	Provide financial and administrative support for DEI related research.	Continue to support and expand DEI related research.	Complete	●	
Taubman College of Architecture	Provide financial and administrative support for DEI related research.	Continue to provide incentive funding for DEI related research.	Complete	●	
Taubman College of Architecture	Provide financial and administrative support for DEI related research.	Continue to provide DEI research incentive funding.		●	
Taubman College of Architecture	Provide financial and administrative support for DEI related research.	Continue to provide and track 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.	Review current course buyout policy with DEI lens.	Complete	●	
Taubman College of Architecture	Celebrate and raise awareness of DEI related research.	Work with the Marketing and Communications Team to determine an internal process and public College platform for publishing DEI related research.	Complete	●	

School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Taubman College of Architecture	Build research partnerships with underrepresented communities.	Work with U-M Ginsberg Center / Poverty Solutions / Urban Collaboratory to determine ways of increasing and supporting community-engaged research.	Complete	●	
Taubman College of Architecture	Build research partnerships with underrepresented communities.	Publicize existing community partnerships.	Complete	●	
Taubman College of Architecture	Build research partnerships with underrepresented communities.	Form institutional partnerships for dissemination of research and creative practice related to community engagement and spatial justice.	In Progress	●	Just Started
Taubman College of Architecture	Build faculty research and creative practice capacity through a transparent faculty mentoring program, with emphasis on addressing, through programming available to all, any particular challenges for underrepresented minority faculty.	Seek faculty input to co-create a public and transparent framework for faculty mentoring.	Complete	●	
Taubman College of Architecture	Build faculty research and creative practice capacity through a transparent faculty mentoring program, with emphasis on addressing, through programming available to all, any particular challenges for underrepresented minority faculty.	Through the faculty mentoring framework, provide effective mentoring for all faculty that desire it.	In Progress	●	Somewhat Complete
Taubman College of Architecture	Build faculty research and creative practice capacity through a transparent faculty mentoring program, with emphasis on addressing, through programming available to all, any particular challenges for underrepresented minority faculty.	Provide guidance on effective mentoring strategies, techniques, and structures.	In Progress	●	Halfway Complete
Taubman College of Architecture	Build faculty research and creative practice capacity through a transparent faculty mentoring program, with emphasis on addressing, through programming available to all, any particular challenges for underrepresented minority faculty.	Follow up with faculty to receive feedback to continue to improve the faculty mentoring framework.	Complete	●	
Taubman College of Architecture	Provide technical assistance and support for all faculty in advancing their Research + Creative Practice (R+CP) initiatives in a transparent manner.	Continue to provide a central and public location for all research and creative practice resources on the Canvas R+CP site.	Complete	●	
Taubman College of Architecture	Provide technical assistance and support for all faculty in advancing their Research + Creative Practice (R+CP) initiatives in a transparent manner.	Continue to review each grant proposal submission for compliance and any editing as requested.	Complete	●	
Taubman College of Architecture	Provide technical assistance and support for all faculty in advancing their Research + Creative Practice (R+CP) initiatives in a transparent manner.	Continue to offer training seminars/workshops/ drop-in sessions for faculty on technical and compliance issues.	Complete	●	
Taubman College of Architecture	Provide technical assistance and support for all faculty in advancing their Research + Creative Practice (R+CP) initiatives in a transparent manner.	Continue to provide one-on-one mentoring meetings for tenure-track faculty, and for other faculty upon request.	Complete	●	
Taubman College of Architecture	Provide technical assistance and support for all faculty in advancing their Research + Creative Practice (R+CP) initiatives in a transparent manner.	Continue to support faculty in identifying broader funding sources.	Complete	●	
Taubman College of Architecture	Provide technical assistance and support for all faculty in advancing their Research + Creative Practice (R+CP) initiatives in a transparent manner.	Continue to strengthen relationships with foundations and U-M Foundation Relations, Business Engagement Center, and Government Relations to expand access for DEI related research.	Complete	●	
Taubman College of Architecture	Provide DEI leadership and expertise from Taubman College faculty.	Continue to participate and provide leadership in the Urban Collaboratory.	Complete	●	
Taubman College of Architecture	Provide DEI leadership and expertise from Taubman College faculty.	Continue to participate in the U-M Poverty Solutions initiative.	Complete	●	

School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Taubman College of Architecture	Provide DEI leadership and expertise from Taubman College faculty.	Embed equity in seed and dissemination funding opportunities.	Not Started		
Taubman College of Architecture	Make explicit cultural values and behavioral expectations of Taubman College as an institution based in anti-racism, and embodies equity, particularly racial equity, values.	Co-create Taubman College values statement/constitution.	Complete		
Taubman College of Architecture	Provide Taubman Equity 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 Equity 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.	In Progress		Halfway Complete
Taubman College of Architecture	Provide Taubman Equity Grants for Students, Faculty, and Staff.	Develop mechanism that assures staff and student participation in grant opportunities.	Complete		
Taubman College of Architecture	Recognition of students, faculty, staff and alumni who are working towards advancing DEI.	Continue recognizing staff who are not direct Taubman College employees.	Complete		
Taubman College of Architecture	Recognition of students, faculty, staff and alumni who are working towards advancing DEI.	Evaluate ways community members want to be recognized.			
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		
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	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.	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").	Complete		
Taubman College of Architecture	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.	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		Almost Complete
Taubman College of Architecture	Implement Cultural Training Strategies for Students, Faculty and Staff.	Ongoing anti-racism and cultural intelligence 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.	In Progress		Almost 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.	Expand DEI work socialization.	In Progress		Halfway Complete
Taubman College of Architecture	Continue implementation of transparency in DEI policies and practices.	Increase community awareness of diversity representation at the college.	Not Started		
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

School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Taubman College of Architecture	Continue implementation of transparency in DEI policies and practices.	Make conflict resolution pathways more visible to all constituencies.	In Progress		Halfway 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.	Clarify staff roles and ways to partner with faculty to advance teaching and learning, and research.			
Taubman College of Architecture	Build a sense of Community.	Institutionalize phonetic name pilot.	Complete		
Taubman College of Architecture	Build a sense of Community.	Create a welcoming and inclusive atmosphere, with emphasis on virtual spaces.	In Progress		Just Started
Taubman College of Architecture	Increase financial transparency.	Students understand the total costs of attending Taubman College, including out-of-pocket costs.			
Taubman College of Architecture	Increase financial transparency.	Continue to present the college budget to the college community.	Complete		
Taubman College of Architecture	Increase financial transparency.	Create student organization funding distribution process.			
Taubman College of Architecture	Website is accessible and highlights DEI prominently.	Finish update to Taubman College website.	In Progress		Halfway Complete
Taubman College of Architecture	Website is accessible and highlights DEI prominently.	Develop intranet.	In Progress		Halfway Complete
Taubman College of Architecture	Institutionalize comprehensive culturally sensitive event planning protocol.	Continue to incorporate DEI practices in events/conferences.	Complete		
Taubman College of Architecture	Institutionalize comprehensive culturally sensitive event planning protocol.	Continue to close caption of all videos.	Complete		
Taubman College of Architecture	Incorporate a DEI lens into all mass audience communications.	Continue 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.	In Progress		Halfway Complete
Taubman College of Architecture	Career and Professional Development practices have a DEI lens.	Develop programming specific to population (first generation and international student) needs.	Complete		
Taubman College of Architecture	Career and Professional Development practices have a DEI lens.	Intentional engagement with Employers about diversity, equity and inclusion efforts.	In Progress		Almost Complete
Taubman College of Architecture	Career and Professional Development practices have a DEI lens.	Continue expanding and broadly diversifying career panel programming.	Complete		
Taubman College of Architecture	Career and Professional Development practices have a DEI lens.	Develop/promote CPD message of values, as well as resources and tools on diversity, equity and inclusion.	Complete		
Taubman College of Architecture	Career and Professional Development practices have a DEI lens.	Engage in UM and other DEI efforts for continued professional development.	Complete		
Taubman College of Architecture	Improve Media Center transparency and access to products and services.	Media Center prices are transparent.			
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.	In Progress		Somewhat Complete

School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Taubman College of Architecture	Improve Media Center transparency and access to products and services.	Media Center develops new business model and services that support students amidst COVID-19.	In Progress		Just Started
Audit Services	Promote equity in staff training and hiring (when hiring freeze is lifted).	Continue to review and consistently apply the process for requesting and approval of professional training opportunities.	Complete		
Audit Services	Promote equity in staff training and hiring (when hiring freeze is lifted).	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 the selection process.	Complete		
Audit Services	Promote equity in staff training and hiring (when hiring freeze is lifted).	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		
Audit Services	Promote equity in staff training and hiring (when hiring freeze is lifted).	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 staff training and hiring (when hiring freeze is lifted).	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 sharing recognition by audit clients in response to audit and committee work.	Complete		
Audit Services	Promote equity in staff training and hiring (when hiring freeze is lifted).	Because of the COVID-19 pandemic and the associated budget cuts, training expenses are temporarily suspended. We continue to support and encourage training and development in year five i.e., by making work time available to participate in online training courses, webinars.	Complete		
Audit Services	Promote equity in staff training and hiring (when hiring freeze is lifted).	The Audit Services department manual was rewritten to clarify the process to request training. We will share the new process with team members to receive feedback and make any desirable adjustments.	Complete		
Audit Services	Promote equity in staff training and hiring (when hiring freeze is lifted).	A list of no-cost training opportunities is under development.	Complete		
Audit Services	Equity in work load.	Continue to 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. Because of the COVID-19 pandemic, all employees are currently working from home. The preparation for the occasional work from home process assisted with that transition.	Complete		
Audit Services	Improved awareness of reasons for inclusion through training and learning opportunities for Audit Services personnel.	Explore options to do an on-line Difficult Conversations class.	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.	Encourage the addition of pronoun preference to the Audit Services webpage and team member's signature lines for email	Complete		










School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
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.	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 University Audits can assist in achieving the unit goals.	Complete	●	
Audit Services	Improve cultural sensitivity demonstrated by auditors and audit management.	Encourage team members to include DEI seminars and classes as part of their individual development plans.	Complete	●	
Audit Services	Improve cultural sensitivity demonstrated by auditors and audit management.	Assemble a list of resources for DEI education and will share it with the team.	Complete	●	
Audit Services	Improve cultural sensitivity demonstrated by auditors and audit management.	Invite the audit team doing an audit on mandatory reporters to share the results of their findings with the team.	Complete	●	
Audit Services	Improve cultural sensitivity demonstrated by auditors and audit management.	Develop a list of resources at the university that promote and support mental and physical health and share with Audit Services team members.	Complete	●	
Audit Services	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.	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").	Complete	●	
Audit Services	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.	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.	Complete	●	
Audit Services	Enhance relationships with the constituencies with whom University Audits interacts.	Use the new report formats to simplify reporting and encourage audit client input.	Complete	●	
Audit Services	Enhance relationships with the constituencies with whom University Audits interacts.	Redesign Audit Services website to incorporates client feedback and to increase client knowledge of and comfort with the audit process.	Complete	●	
Audit Services	Sustain accessibility of physical office resources. Redesign the Audit Services web site to provide client-centered for content and provide image captions to make it ADA compliant. Use the new report formats to simplify reporting and encourage audit client input.	Work with Michigan Creative to improve content and accessibility of Audit Services' web site.	Complete	●	
University Library	Refine a recruitment process to attract and hire critical talent from diverse applicant pools.	Intentional Planning and Targeting: Rules regarding how interviewees are selected to interview will be reestablished, with the goal of promoting candidate pool diversity.	In Progress	●	Somewhat Complete
University Library	Refine a recruitment process to attract and hire critical talent from diverse applicant pools.	Diversify Recruiting Venues: We will engage in targeted efforts and seek out new venues for recruiting with diverse sourcing methods.	Complete	●	
University Library	Refine a recruitment process to attract and hire critical talent from diverse applicant pools.	Search Efficiency and Transparency: Library Human Resources (LHR) will work with Hiring Managers to create an inclusive, efficient, and transparent search process.	In Progress	●	Somewhat Complete











School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
University Library	Develop a transparent and efficient means of communicating people-based accountability throughout the library. This will allow leaders and staff to better assess the working climate and culture of the library on key people metrics.	Establish preliminary dashboard for leadership and staff consumption: We will create a means to consistently communicate metrics such as IAP conversations, searches that reflect the diversity of the relevant labor pool, and documented job descriptions to leaders and to staff for increased transparency and accountability.	In Progress		Somewhat Complete
University Library	Develop a transparent and efficient means of communicating people-based accountability throughout the library. This will allow leaders and staff to better assess the working climate and culture of the library on key people metrics.	Consistently document key people metrics: We will establish a process and documentation to consistently track 3 or more key people metrics, such as search interview diversity, IAP actions in place, and distance from market median.	In Progress		Almost Complete
University Library	Develop a transparent and efficient means of communicating people-based accountability throughout the library. This will allow leaders and staff to better assess the working climate and culture of the library on key people metrics.	Consistently document key people metrics: We will engage key stakeholder constituencies such as the forum boards and LDC to establish targets for longer-term measurement plans.	In Progress		Somewhat Complete
University Library	Develop a transparent and efficient means of communicating people-based accountability throughout the library. This will allow leaders and staff to better assess the working climate and culture of the library on key people metrics.	Establish preliminary dashboard for leadership and staff consumption: AULs get first view in case they want to make changes, followed by all-staff communication.	In Progress		Somewhat Complete
University Library	Develop an internal pipeline for staff, including underrepresented staff, to gain training, experiences, and development to move into key library positions, supporting a culture of mentorship and engagement.	Create a replacement and succession planning framework: We will develop a framework for identifying key positions and 2 or more potential successors for those positions. This framework will work to ensure that we are not unintentionally disproportionately excluding individuals from underrepresented backgrounds from this process.	In Progress		Halfway Complete
University Library	Develop an internal pipeline for staff, including underrepresented staff, to gain training, experiences, and development to move into key library positions, supporting a culture of mentorship and engagement.	Establish base job description frameworks: We will establish transparent base job descriptions for every position or cluster of positions in the Library in order to provide more transparency into the work and needed competencies for every position.	In Progress		Somewhat Complete
University Library	Develop an internal pipeline for staff, including underrepresented staff, to gain training, experiences, and development to move into key library positions, supporting a culture of mentorship and engagement.	Curate and establish development resources: We will engage leaders to identify key training, experience, and other resources for individual development and retention.	In Progress		Halfway Complete
University Library	Develop an internal pipeline for staff, including underrepresented staff, to gain training, experiences, and development to move into key library positions, supporting a culture of mentorship and engagement.	Establish a formal mentoring program: We will create a framework for each people leader and individual in a key position to formally mentor 2-3 individuals as part of their base job duties.			
University Library	Develop an internal pipeline for staff, including underrepresented staff, to gain training, experiences, and development to move into key library positions, supporting a culture of mentorship and engagement.	The Operations Managers group will expand to incorporate other supervisors that manage multiple locations. This will broaden the managers' group and diversify the voices in the managers' group.	Complete		
University Library	Develop an internal pipeline for staff, including underrepresented staff, to gain training, experiences, and development to move into key library positions, supporting a culture of mentorship and engagement.	Operations supervisors and managers will pull from various places within Operations to ensure that people that do not normally get to participate in team projects or committees are asked to join.	Complete		
University Library	Enhance career pathways for library employees, especially those with underrepresented identities within the library and related professions.	Staff educational development and support: Support non-librarian staff members seeking degrees, certificates, credentials, skill development, cross training, job sharing, leadership roles, projects that increase visibility.	Not Started		

School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
University Library	Enhance career pathways for library employees, especially those with underrepresented identities within the library and related professions.	Re-design of Administrative Differentials (ADDs) and term position processes: Develop guiding principles and a shared understanding on using these tools in an equitable way: ADD's.	In Progress		Somewhat Complete
University Library	Enhance career pathways for library employees, especially those with underrepresented identities within the library and related professions.	Re-design of Administrative Differentials (ADDs) and term position processes: Develop guiding principles and a shared understanding on using these tools in an equitable way: term positions.			
University Library	Enhance career pathways for library employees, especially those with underrepresented identities within the library and related professions.	Re-design of Administrative Differentials (ADDs) and term position processes: Develop guiding principles and a shared understanding on using these tools in an equitable way: promotion.			
University Library	Enhance career pathways for library employees, especially those with underrepresented identities within the library and related professions.	Re-design of Administrative Differentials (ADDs) and term position processes: Develop guiding principles and a shared understanding on using these tools in an equitable way: interim positions.			
University Library	Enhance career pathways for library employees, especially those with underrepresented identities within the library and related professions.	Re-design of Administrative Differentials (ADDs) and term position processes: Develop an exceptions process during hiring/salary freeze.			
University Library	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.	Support library wide education regarding Sexual and Gender-Based Misconduct Prevention policies: 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").	Complete		
University Library	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.	Create U-M Library Values statement: 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		Somewhat Complete
University Library	Actively encourage, support and promote research and scholarship in areas related to diversity.	Develop original content that advances and informs anti-racism in publishing: In acquiring new books, develop criteria that increase the percentage of materials addressing BIPOC-related issues, increase the diversity of publishers selected, and highlight themes/subject collections that advance anti-racist knowledge.			
University Library	Actively encourage, support and promote research and scholarship in areas related to diversity.	Develop original content that advances and informs anti-racism in publishing: Extend our work of building lists, journals, and books that expand societal understanding of racism and ways of combating it.	Complete		
University Library	Actively encourage, support and promote research and scholarship in areas related to diversity.	Develop original content that advances and informs anti-racism in publishing: Amplify our publishing partnerships with groups on campus that focus on addressing anti-racism to support their efforts.			
University Library	Actively encourage, support and promote research and scholarship in areas related to diversity.	Develop original content that advances and informs anti-racism in publishing: Partner with NCID and other units at U-M to identify data sets that support anti-racism and expand the scholarship of diversity and inclusion, and explore how they might be made more broadly available in effective and ethical ways.			
University Library	Actively encourage, support and promote research and scholarship in areas related to diversity.	Support DEIA in data management and curation: The library in collaboration with the National Center for Institutional Diversity will develop a data management toolkit that incorporates DEIA principles.	In Progress		Almost Complete















School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
University Library	Actively encourage, support and promote research and scholarship in areas related to diversity.	Embed anti-racist and anti-oppressive practices into Ask a Librarian reference service and ScholarSpace consultations: Based on the AORTA guidelines, principles of critical pedagogy, disability justice, and trauma-informed pedagogy, we will develop materials to train reference staff and library staff who provide consultations so that interactions with researchers will include recommendations and best practices to empower researchers and reduce harm.	In Progress		Just Started
University Library	Actively encourage, support and promote research and scholarship in areas related to diversity.	Develop an anti-racist toolkit: In collaboration with colleagues in Research and LDC, and drawing from critical race and ethnic studies, anti-oppression and anti-racism work, we will create an action-based anti-racism toolkit that provides steps and recommendations for bringing anti-racist principles to research practice. Emphasis will be on community-based scholarship, community accountability, and ethical research practices.	In Progress		Just Started
University Library	Actively encourage, support and promote research and scholarship in areas related to diversity.	Publish Digital Scholarship Framework and Policy document that details core values and commitments that center DEIA, care, and consent: Draft of this policy has undergone library review, and is currently under review by the DS Service Team. The policy and framework details core values and commitments that center DEIA, care, and consent. The early pilot version will be public in the fall. This will guide decision making of DS-related commitments, ensuring they are values driven.	Complete		
University Library	Actively encourage, support and promote research and scholarship in areas related to diversity.	Develop mechanisms for reviewing online exhibits for problematic language and content: Create a review panel that evaluates proposals for new online exhibits and reviews content before it is published to mitigate racist, sexist, homophobic, and otherwise harmful content.	Complete		
University Library	Actively encourage, support and promote research and scholarship in areas related to diversity.	Develop mechanisms for reviewing online exhibits for problematic language and content: Create documentation and tools to facilitate this work.			
University Library	Create and cultivate inclusive learning environments that accelerate self-agency through outreach, programs, events and services responsive to learner, researcher, and scholar needs.	Model and Promote Inclusive Learning Environments: Build inclusive instruction principles into Alma training and workflow analysis. Design curriculum with empathy in mind, building flexibility into delivery.	In Progress		Almost 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.	Enhance Peer Information Consulting Services: We will develop greater expertise and agency in the values of diversity, equity, inclusion, and accessibility, through training and practice.			
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.	Scholarship as Conversation: Explore the concept of “scholarship as conversation” and implement strategies into teaching pedagogy as appropriate.	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.	DEIA in Workshop Assessments: We want to ensure that our instruction sessions are inclusive and embrace DEIA throughout the development and implementation of sessions. We will integrate a new question into our workshop assessment that focuses on DEIA.	In Progress		Almost 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.	Develop an Anti-Racism lesson Plan: Using the frames of Critical Race Theory and Critical Pedagogy, we will develop a lesson plan that includes emphasis on the inequalities and racism inherent in current systems and processes of scholarship and scholarly literature. This lesson plan will help students understand why certain voices and literature are published and accessible while others are less so.	In Progress		Somewhat Complete












School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
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.	Develop an Anti-Racism lesson Plan: We will highlight alternative sources of information i.e. OER, oral histories, interviews, counter narratives, and anti-racist resource.	In Progress		Somewhat 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.	Enhance Peer Information Consulting Services: We will enhance our consulting services to include existing and new partnerships, maximizing the new virtual environment.	In Progress		Almost 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.	Enhance Peer Information Consulting Services: We will more deeply embed into library practice through meaningful and mutually beneficial engagements for PICs to share expertise as well as build capacity and interest in the library profession.			
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 Operations Outreach team will create modular and adaptive programming to serve the just-in-time needs of student organizations to introduce them to library resources and services	In Progress		Somewhat Complete
University Library	Enhanced user engagement with our publications.	Increased participation of BIPOC as authors, domain experts/advisors, selectors, and users of our publications: Conduct UMP targeted acquisitions outreach to relevant conferences and campuses to encourage more BIPOC to share their work.	Complete		
University Library	Enhanced user engagement with our publications.	Increased participation of BIPOC as authors, domain experts/advisors, selectors, and users of our publications: Communicate our commitment publicly on our websites (e.g., https://www.press.umich.edu/about#equity).	Complete		
University Library	Enhanced user engagement with our publications.	Increased participation of BIPOC as authors, domain experts/advisors, selectors, and users of our publications: Prioritize advertising and exhibits at conferences and workshops that actively embrace anti-racist practices or expand understanding of how to combat anti-racism.			
University Library	Enhanced user engagement with our publications.	Increased participation of BIPOC as authors, domain experts/advisors, selectors, and users of our publications: Seek to actively expand the participation of advisors who demonstrate awareness and/or expertise in anti-racist practices (reviewers, series editors, domain experts, and Press Executive Committee members).	Complete		
University Library	Enhanced user engagement with our publications.	Increased participation of BIPOC as authors, domain experts/advisors, selectors, and users of our publications: Support bookstores that promote awareness of anti-racism to actively disseminate information about UMP and MPS books to readers.	Not Started		
University Library	Enhanced user engagement with our publications.	Michigan Publishing as an accessible publishing organization: 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.	Complete		
University Library	Enhanced user engagement with our publications.	Improved equitable access to our publications: We will increase the percentage of UMP monographs that are made electronically available free-of-charge to readers without requiring authors to pay publication fees.	Complete		
University Library	Enhanced user engagement with our publications.	Improved equitable access to our publications: We will support MPS partners in the sustainable publishing of free-to-read publications.	Complete		
University Library	Ensure that library spaces, services, programs and collections are inclusive and welcoming for all users and employees.	Reparative description: We will work to identify existing subject headings in the catalog that are not inclusive and update that information.	Complete		

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 and employees.	Reparative description: We will also Review geographic subject heading assignment for previously-cataloged records and assign geographic subdivisions (e.g., city, province, village) where missing.	In Progress		Halfway Complete
University Library	Ensure that library spaces, services, programs and collections are inclusive and welcoming for all users and employees.	Reparative description: To establish this practice long term, we will develop concrete resources and documentation to aid catalogers in minimizing bias in cataloging.	In Progress		Somewhat Complete
University Library	Ensure that library spaces, services, programs and collections are inclusive and welcoming for all users and employees.	Addressing white supremacy in Project management: Working with AULs and supervisors to develop a system to promote equitable consideration of BIPOC staff as project leads.			
University Library	Ensure that library spaces, services, programs and collections are inclusive and welcoming for all users and employees.	Reparative description: We will evaluate finding aids for possible revision of biographical or summary of collection notes.	Not Started		
University Library	Ensure that library spaces, services, programs and collections are inclusive and welcoming for all users and employees.	Addressing white supremacy in Project management: Offering a series of at least 4 facilitated conversations focused on the characteristics of white supremacy culture and how these characteristics impact the way in which the library manages our projects. (Sponsored by the Project Management SIG).	In Progress		Halfway Complete
University Library	Ensure that library spaces, services, programs and collections are inclusive and welcoming for all users and employees.	Addressing white supremacy in Project management: Co-creating a resource that details anti-racist project management practices and behaviors that can be shared and adopted library-wide.			
University Library	Ensure that library spaces, services, programs and collections are inclusive and welcoming for all users and employees.	Create new user feedback and evaluation methods to identify areas of improvement to our physical spaces to make them more accessible, welcoming and inclusive during the pandemic. Apply accessibility standards to digital signage, contactless pickup, entryways, and circulation paths. Develop a tactical and strategic approach to workplace strategy to support our staff and campus experiences as we transition out of the pandemic, including creating more equitably experienced, functional, and comfortable workspaces based on staff feedback, research, university, and library priorities.	In Progress		Somewhat Complete
University Library	Ensure that library spaces, services, programs and collections are inclusive and welcoming for all users and employees.	Develop a promotional process that can be used to increase awareness and usage of Askwith Media Library's diverse range of material by creating and designing promotional material such as digital posters, slideshows, and displays using our wide range of diverse media material Including different genres from our international collections	Complete		
University Library	Ensure that library spaces, services, programs and collections are inclusive and welcoming for all users and employees.	"Through research, engagement, and planning to draft anti-oppressive approaches to create and ensure a secure and safe environment for all members of our campus communities. Create a Definition of Excellence regarding policing in the library, participate in U-M town halls, identify anti-oppressive pathways preferable to our library environment.	In Progress		Somewhat Complete















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 and employees.	Development of informational videos to display on the University of Michigan Library website and digital screens. These videos will reach out to incoming students and visitors, in languages other than spoken English, about our resources and how to access them. Videos will be in Closed captioning, Spanish, Chinese, American Sign Language, and one other language. These videos will act as a marketing tool for the library - briefly answering some of the top FAQs from each region, breaking down professional communication language barriers (i.e. library jargon), communicating the library's accessibility to all members of the community, and showcasing a few unique resources.	Complete		
University Library	Refine and launch the cyclical Library Employee Survey for the first time in the fall of 2020.	Refine and launch the cyclical Library Employee Survey: The cyclical Library Employee Survey will be opened to all non-student Library employees for the first time in the 2020 Fall semester.	Complete		
University Library	Refine and launch the cyclical Library Employee Survey for the first time in the fall of 2020.	Refine and launch the cyclical Library Employee Survey: The survey will be viewed, during data collection, as addressing relevant issues and as incorporating accessible and inclusive methods and language.	Complete		
University Library	Refine and launch the cyclical Library Employee Survey for the first time in the fall of 2020.	Refine and launch the cyclical Library Employee Survey: Data will be collected for roughly 3 weeks, and identifiers will then be removed from the data once the survey has closed.	Complete		
University Library	Refine and launch the cyclical Library Employee Survey for the first time in the fall of 2020.	Refine and launch the cyclical Library Employee Survey: Data will be cleaned and analyzed in a timely fashion.	In Progress		Almost Complete
University Library	Refine and launch the cyclical Library Employee Survey for the first time in the fall of 2020.	Report on survey results in a variety of venues and formats: Findings will be reported to the Library leadership group, Library Diversity Council, and in interactive presentations that are open to all in the organization. A report will be produced that captures the methodology and key findings.	In Progress		Just Started
University Library	Refine and launch the cyclical Library Employee Survey for the first time in the fall of 2020.	Report on survey results in a variety of venues and formats: Meetings with Library leadership about the findings will involve facilitated discussions of how the findings connect to the Library's DEIA goals, and how they will inform the potential creation of new goals.	In Progress		Just Started
University Library	Refine and launch the cyclical Library Employee Survey for the first time in the fall of 2020.	Report on survey results in a variety of venues and formats: Meetings with other units in the Library (e.g., at the division level) will also encourage reflection on how the findings connect to a unit's DEIA goals, and how they will inform the potential creation of new goals.	In Progress		Just Started
University Library	Refine and launch the cyclical Library Employee Survey for the first time in the fall of 2020.	Report on survey results in a variety of venues and formats: Further communication with the larger organization will detail how leadership and others in the Library are translating survey findings into action.	In Progress		Just Started
University Library	Create resources for Library employees that encourage and describe how to conduct assessment in inclusive, equitable, and culturally-responsive ways.	Creating Library assessments that are inclusive, equitable, bias free, and culturally responsive: A Google site, used to house library assessment resources, will feature a set of resources that will assist those conducting library assessment as they seek to use methods that are inclusive, equitable, bias-free, and culturally responsive. A link to the Google site will be found on the intranet assessment page. The resources will include templates, training videos, readings, links to existing guides, etc. Resources will address all aspects of assessment (e.g., choice of methods, recruiting and working with participants, data analysis, data reporting, collecting demographic data, etc.).	Not Started		

School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
University Library	Create resources for Library employees that encourage and describe how to conduct assessment in inclusive, equitable, and culturally-responsive ways.	Creating Library assessments that are inclusive, equitable, bias free, and culturally responsive: This resource will be introduced to the Library via an all-staff email and a meeting open to all employees.	Not Started		
University Library	Create resources for Library employees that encourage and describe how to conduct assessment in inclusive, equitable, and culturally-responsive ways.	Enhance assessment skills of Library employees: A series of assessment workshops will be developed on a wide range of assessment practices that connect to multiple methodologies. These workshops will be made available to a diverse group of Library employees in order to empower people to use assessment techniques to inform their work and to grow as professionals in an internal and external job market where assessment/research skills and experiences are valued.	Not Started		
University Library	Create resources for Library employees that encourage and describe how to conduct assessment in inclusive, equitable, and culturally-responsive ways.	Enhance assessment skills of Library employees: One focus of the series will be to discuss how assessment methods (subject recruitment, choice of methods, underlying assumptions, wording of questions, analyses, etc.) can be impacted by racism, and how to mitigate this problem.	Not Started		
University Library	Create resources for Library employees that encourage and describe how to conduct assessment in inclusive, equitable, and culturally-responsive ways.	"Library Environments is engaged in self-learning through structured readings, research, and discussion to identify and incorporate anti-racist and anti-oppressive practices in their approach to assessment, user research, service design, and user engagement. A series of monthly discussion sessions organized within the Library Environments department to identify research about, resources, and methods in critical assessment and research practices that relate to the fields of architecture, design, user research, data analysis, and data science, and service design. One focus of the series will be to identify methods and approaches that can be adapted and incorporated into the department's project work.	In Progress		Halfway Complete
University Library	Incorporate accessible technology into library spaces and programs.	Accessible Technology: 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.	Addressing structural racism in HathiTrust: A review of recruitment practices to support creation of a more diverse HathiTrust staff.	In Progress		Just Started
University Library	Incorporate accessible technology into library spaces and programs.	Accessible technology and inclusive spaces, services 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	Incorporate accessible technology into library spaces and programs.	Ensure our electronic resources and software meet the accessibility standards: Identify problematic human interface design elements and reach out to Ex Libris with our specific concerns.			
University Library	Incorporate accessible technology into library spaces and programs.	Ensure our electronic resources and software meet the accessibility standards: Language in licenses will change to be more reflective of our commitment to accessibility and collections will be more accessible.			
University Library	Incorporate accessible technology into library spaces and programs.	Addressing structural racism in HathiTrust: Training to support in-depth understanding of structural inequities and racism for HathiTrust staff, Board of Governors, and other governance bodies.	In Progress		Just Started
University Library	Incorporate accessible technology into library spaces and programs.	Addressing structural racism in HathiTrust: The development of a Code of Conduct for its 2020 Member Meeting and future events and a revision of HathiTrust's values statement to incorporate explicit commitments to anti-racism and DEIA.	In Progress		Halfway Complete




School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
University Library	Incorporate accessible technology into library spaces and programs.	Addressing structural racism in HathiTrust: The development of a plan that centers anti-racism in the development and provision of HathiTrust's services and programs.	In Progress		Just Started
University Library	Incorporate accessible technology into library spaces and programs.	Addressing structural racism in HathiTrust: Learn from our colleagues in the field through engagement of the HathiTrust member libraries and their staff to refine and focus this work.	In Progress		Just Started
University Library	Incorporate accessible technology into library spaces and programs.	Offer structured options, including live support, training, or consultation, to include best practices in presentations, workshops, and meetings.	Complete		
University Library	Incorporate accessible technology into library spaces and programs.	Create training, documentation, best practices, and programming series to support library staff's use of accessible templates and practices in presentations, documentation, and communication.	Complete		
University Library	Build and maintain systems of accountability.	Integrate Anti-Racism into the Library's Strategic Framework: Develop an Anti-Racism Strategic Objective, and integrate anti-racism into the Library's Values, Directions, and other Objectives where possible.	In Progress		Somewhat Complete
University Library	Build and maintain systems of accountability.	Integrate Anti-Racism into the Library's Strategic Framework: Utilize a co-creation process in partnership with a racially-diverse group of Library employees, and by integrating input from the whole library community.	In Progress		Halfway Complete
University Library	Build and maintain systems of accountability.	Integrate Anti-Racism into the Library's Strategic Framework: Create a communication strategy to introduce the library community to the final Framework and provide periodic progress reports.	Not Started		
University Library	Build and maintain systems of accountability.	Integrate Anti-Racism into the Library's Strategic Framework: Host a series of conversations with Strategic Objective owners and library divisions about incorporating anti-racism strategies into their work.	Not Started		
University Library	Build and maintain systems of accountability.	Giving Deans and AUL's data to use to hold responsible parties responsible to our organizational values and objectives: Utilize different metrics in the library to get a better understanding of culture and climate such as IAP compliance, up-to-date job descriptions, sexual misconduct compliance and diverse candidate pools.	In Progress		Somewhat Complete
University Library	Build and maintain systems of accountability.	Revamp and communicate grievance processes and outlets: Review current grievance reporting systems.	In Progress		Just Started
University Library	Build and maintain systems of accountability.	Revamp and communicate grievance processes and outlets: Evaluate, enhance, and promote awareness of the variety of methods available.			
University Library	Build and maintain systems of accountability.	Revamp and communicate grievance processes and outlets: Review other accountability systems at peer institutions to benchmark our revamped system against exemplars.			
University Library	Build and maintain systems of accountability.	Increase organizational engagement with DEIA Strategic plan: The DEI Program Manager will lead a series of conversations in the form of all-staff meetings, unit/divisional meetings, and individual consultations to increase the library community's knowledge of the DEIA Strategic Plan and process.	Complete		
University Library	Build and maintain systems of accountability.	Increase organizational engagement with DEIA Strategic plan: We will also integrate the DEIA Strategic Plan and the Library Strategic Framework.	Complete		
University Library	Support library staff in developing and enhancing intercultural competencies.	Create opportunities and support for colleagues, including BIPOC individuals. Identify and share anti-racism resources within the library: We will support as many people as we can before the funding is used.			

School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
University Library	Support library staff in developing and enhancing intercultural competencies.	Create opportunities and support for colleagues, including BIPOC individuals. Identify and share anti-racism resources within the library: LDC would like to support colleagues across the library to attend DEIA focused trainings and educational opportunities. We don't want budget cuts across the organization to impede colleagues from continuing their DEIA education.	Complete		
University Library	Support library staff in developing and enhancing intercultural competencies.	Create opportunities and support for colleagues, including BIPOC individuals. Identify and share anti-racism resources within the library: We will share opportunities with the library of attending workshops and webinars.			
University Library	Support library staff in developing and enhancing intercultural competencies.	Create opportunities and support for colleagues, including BIPOC individuals. Identify and share anti-racism resources within the library: We will create a submission form for colleagues to submit their requests and we will review these requests as a council.			
University Library	Support library staff in developing and enhancing intercultural competencies.	Create opportunities and support for colleagues, including BIPOC individuals. Identify and share anti-racism resources within the library: There will be an emphasis made to ensure BIPOC colleagues are not unintentionally disparately excluded from access to resources that they might not always have.			
University Library	Support library staff in developing and enhancing intercultural competencies.	LDC Book Club: Create spaces for Library staff to educate themselves and discuss DEIA topics: Facilitated conversations based on readings the group has done. The readings will center different DEIA topics to make sure we approach different aspects of DEIA.	Complete		
University Library	Support library staff in developing and enhancing intercultural competencies.	Pilot Online Conference: 1/2 day regional (SE Michigan target audience) web conference on DEIA efforts at other institutions of all sizes - look for low effort, low cost, low labor programs or success stories that any level of institution can use. No cost, require canned presentations with live Q&A after, UM hosting & providing speaker/participant support.			
University Library	Support library staff in developing and enhancing intercultural competencies.	Bias language, anti-racism, anti-colonial language: Building a presentation around biased language, including anti-racist/anti-colonialist language. Develop an IIS presentation to be done entirely remote, whether the presentation is live with attendees and a live Q&A session, and/or a recorded presentation with an immediate live Q&A or a separate Q&A session held sometime after.			
University Library	Support library staff in developing and enhancing intercultural competencies.	Bias language, anti-racism, anti-colonial language: Encourage depts and units to participate as a group, with LDC members facilitating the Q&A.			
University Library	Supervisor/Manager support, development, and accountability.	Training for supervisors and managers: Training for supervisors and managers around "Identity, Power, and Supervision."	In Progress		Somewhat Complete
University Library	Supervisor/Manager support, development, and accountability.	Development for supervisors regarding having difficult conversations: Programs highlighting appreciative inquiry, hosting on-one, and IAP conversations.	In Progress		Somewhat Complete
University Library	Supervisor/Manager support, development, and accountability.	Organizational culture and climate: Training will be provided on understanding and influencing organizational culture and climate.	In Progress		Somewhat Complete
University Library	Increased power and decision making within the staff population.	Support Key grassroots library groups: There will be semesterly check-ins where these groups can provide feedback about how this process is working.	Complete		

School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
University Library	Increased power and decision making within the staff population.	Support Key grassroots library groups: We will use this information to adjust support measures.			
University Library	Increased power and decision making within the staff population.	Support Key grassroots library groups: Each group will have a DO liaison to enhance communication.			
University Library	Increased power and decision making within the staff population.	Supporting committee leadership: Training specific to the skills expected of committee leaders will be developed and implemented with DEI and anti-racism as a key element.	Not Started		
University Library	Increased power and decision making within the staff population.	Committee Work as a way for many library colleagues to influence the library: Determine and define committees.	In Progress		Almost Complete
University Library	Increased power and decision making within the staff population.	Committee Work as a way for many library colleagues to influence the library: Ensure appropriate membership, form and function, reporting and accountability, organizational influence.	In Progress		Almost Complete
University Library	Increased power and decision making within the staff population.	Supporting staff in Operations to have agency and autonomy. Operations staff at all levels are essential to our work and should be recognized as such.	In Progress		Somewhat Complete
University Library	DEIA and Anti-racism professional development opportunities.	Anti-racism training opportunities for Library Administrators: Training leaders to identify systems of oppression, dismantle them, and rebuild them with an anti-racist lens.	Complete		
University Library	DEIA and Anti-racism professional development opportunities.	Anti-Racism Brave Space: Launch and manage a brave space series for the library community focused on anti-racism.	Complete		
University Library	DEIA and Anti-racism professional development opportunities.	Increasing their cultural humility through programs and consultations: The DEI Program Manager will continue to hold virtual programs throughout the year to increase the level of cultural humility within the organization.	Complete		
University Library	DEIA and Anti-racism professional development opportunities.	Explore the formation of Affinity Groups: We will create [KM1] groups that will be designed to be a safe space to support and center the needs of particular identities and that will be open to all who support that mission.	In Progress		Just Started
University Library	DEIA and Anti-racism professional development opportunities.	Explore the formation of Affinity Groups: The DEI program Manager will provide resources and work with the co-chairs of each affinity group to provide guidance.			
University Library	DEIA and Anti-racism professional development opportunities.	Communication plan for responding to societal issues: Communications and the Deans will develop a plan to publicly address societal issues in a timely manner.	In Progress		Almost 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. (Students)	Continue to develop the mentoring capacity of staff who supervise student interns.	In Progress		Halfway 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. (Students)	Develop and enact plan to compensate Student Engagement Council (SEC) members with an honorarium of \$500 per student, per year.	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. (Students)	Identify donors, grants, and other resources to support compensation of SEC members.	In Progress		Somewhat Complete

School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
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. (Students)	Include SEC members in UMMA acquisition review and curatorial committee meetings.	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. (Students)	Complete planning and pilot of paid, student social media guest curator 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. (Students)	Continue development of inclusive, paid student internship program (including formalizing exit surveys/interviews).	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. (Staff)	Continue to assess, evaluate, and adopt new practices and resources to achieve broader recruitment for a more diverse and inclusive staff.	In Progress		Halfway 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. (Staff)	Institute quarterly learning hours for staff to engage in DEI and anti-racism training, education, and professional development. This will include self-led learning as well as mandatory anti-racism training sessions.	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. (Staff)	Continue unit-wide DEI committee.	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. (Staff)	Continue response to UMMA Staff Climate Survey and UMMA Staff Retreat.	Complete		
Museum of Art	Increase UMMA's impact on scholarship to promote awareness of under-represented artists, scholars, and curators. (Students, Faculty, Staff, K-12, public)	Develop exhibitions and programs in partnership with BIPOC artists and communities and support academic research into themes/issues related to diversity, equity, inclusion, accessibility, and/or social justice.	In Progress		Halfway Complete
Museum of Art	Increase UMMA's impact on scholarship to promote awareness of under-represented artists, scholars, and curators. (Students, Faculty, Staff, K-12, public)	Continue to improve the discoverability of artworks in The Exchange to increase accessibility and use of objects for DEI-focused courses.	In Progress		Almost Complete
Museum of Art	Strategically diversify the Museum's collections to promote awareness of under-represented artists, scholars, and curators. (Students, Faculty, Staff, K-12, public)	Increase the percentage for new Museum acquisitions of BIPOC themes and artists to achieve more diverse representation in the collections as a whole.	Not Started		
Museum of Art	Strategically diversify the Museum's collections to promote awareness of under-represented artists, scholars, and curators. (Students, Faculty, Staff, K-12, public)	Secure monetary and in-kind contributions to facilitate the acquisition of artworks that strategically diversify the Museum's collections.	In Progress		Somewhat Complete
Museum of Art	Strategically diversify the Museum's collections to promote awareness of under-represented artists, scholars, and curators. (Students, Faculty, Staff, K-12, public)	Develop a plan for a comprehensive collections inventory to determine representation of artists and art across the Museum's collections.	In Progress		Somewhat Complete
Museum of Art	Strategically diversify the Museum's collections to promote awareness of under-represented artists, scholars, and curators. (Students, Faculty, Staff, K-12, public)	Establish a target percentage for representation of BIPOC-related themes of works on display and new Museum acquisitions, especially including those of historically underrepresented ethnicities, gender identities, and sexualities.	Not Started		
Museum of Art	Strategically diversify the Museum's collections to promote awareness of under-represented artists, scholars, and curators. (Students, Faculty, Staff, K-12, public)	Work with diverse units across campus to identify student interns to review the Museum's online collections catalogue and identify and remove problematic tags while adding more inclusive tagging.	Not Started		







School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Museum of Art	Achieve broad ownership of Museum's exhibitions, programs, collections and initiatives by our constituencies. (Students, Faculty, Staff, K-12, public)	Build deeper relationships with collaborators/audiences by diversifying the Museum's advisory boards and councils.	In Progress		Almost Complete
Museum of Art	Achieve broad ownership of Museum's exhibitions, programs, collections and initiatives by our constituencies. (Students, Faculty, Staff, K-12, public)	Feature diverse guest editors/curators or staff from other organizations in online communications.	Complete		
Museum of Art	Achieve broad ownership of Museum's exhibitions, programs, collections and initiatives by our constituencies. (Students, Faculty, Staff, K-12, public)	Pilot the Inuit Art Futures project.	Complete		
Museum of Art	Achieve broad ownership of Museum's exhibitions, programs, collections and initiatives by our constituencies. (Students, Faculty, Staff, K-12, public)	Develop partnerships with regional Indigenous communities on the development of a museum-wide land and water acknowledgement before the launch of the fall 2021 Watershed exhibition.	In Progress		Somewhat Complete
Museum of Art	Achieve broad ownership of Museum's exhibitions, programs, collections and initiatives by our constituencies. (Students, Faculty, Staff, K-12, public)	Commit to building UMMA Shop inventory that better reflects the diversity of Michigan—by seeking out new inventory from, among others, BIPOC artists, writers, makers, suppliers, and manufacturers or that feature diverse themes or experiences.	Complete		
Museum of Art	Create and strengthen the welcoming environment of the Museum for the public, students, and campus. (Students, U-M Campus, public)	Develop a more in-depth, inclusive, and friendly FAQ or guide for what to expect when visitors come to the museum.	Not Started		
Museum of Art	Create and strengthen the welcoming environment of the Museum for the public, students, and campus. (Students, U-M Campus, public)	Investigate and potentially modify the uniform worn by DPSS while in the building.	Complete		
Museum of Art	Create and strengthen the welcoming environment of the Museum for the public, students, and campus. (Students, U-M Campus, public)	Update language, intent, and location of Museum donation boxes to be more philanthropic and inclusive and less transactional.	Complete		
Museum of Art	Create and strengthen the welcoming environment of the Museum for the public, students, and campus. (Students, U-M Campus, public)	Make a plan to translate maps and other materials to first languages of regional communities.	In Progress		Just Started
Museum of Art	Create and strengthen the welcoming environment of the Museum for the public, students, and campus. (Students, U-M Campus, public)	Improve and update signage and wayfinding with a focus on accessibility and inclusiveness.	Not Started		
Museum of Art	Create and strengthen the welcoming environment of the Museum for the public, students, and campus. (Students, U-M Campus, public)	Deploy more integrated visitor experience training for all staff, docents, student interns, UMMA Navigators, UMMA Shop staff, and DPSS staff assigned to UMMA.	Complete		
Museum of Art	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. (Staff)	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").	Complete		
Museum of Art	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. (Staff)	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		Halfway Complete
Museum of Art	Increase diversity, including re: BIPOC individuals, of UMMA's advisory and volunteer groups. (UMMA advisory committees, Docents)	Build deeper relationships with collaborators/audiences by diversifying the Museum's advisory boards and councils.	In Progress		Almost Complete









School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Museum of Art	Increase diversity, including re: BIPOC individuals, of UMMA's advisory and volunteer groups. (UMMA advisory committees, Docents)	Develop and deploy anti-racism training for UMMA's Docent Corps, SEC members, Museum Navigators, and UMMA Shop staff.	Complete		
Office of Research	Increase the diversity of UMOR faculty through targeted and aggressive recruitment strategies, while fostering faculty retention programs and seeking opportunities to partner in grant collaborations to secure hires that show a commitment to diversity.	Partner with other U-M and UMOR units for recruitment opportunities.	In Progress		Somewhat Complete
Office of Research	Increase the diversity of UMOR faculty through targeted and aggressive recruitment strategies, while fostering faculty retention programs and seeking opportunities to partner in grant collaborations to secure hires that show a commitment to diversity.	Share and communicate best talent pool development, hiring and retention practices amongst UMOR.	In Progress		Just Started
Office of Research	Increase the diversity of UMOR faculty through targeted and aggressive recruitment strategies, while fostering faculty retention programs and seeking opportunities to partner in grant collaborations 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 and seeking opportunities to partner in grant collaborations to secure hires that show a commitment to diversity.	Require that faculty unit directors consider the diversity of their search committees, and that all committee members to complete Diversity in Hiring training prior to serving on or chairing hiring committees.	Not Started		
Office of Research	Increase the diversity of UMOR faculty through targeted and aggressive recruitment strategies, while fostering faculty retention programs and seeking opportunities to partner in grant collaborations 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		Just Started
Office of Research	Increase the diversity of UMOR faculty through targeted and aggressive recruitment strategies, while fostering faculty retention programs and seeking opportunities to partner in grant collaborations to secure hires that show a commitment to diversity.	Continue to stay engaged with various cluster hiring initiatives and determine if/how UMOR can provide assistance (e.g., proposal development, workshops, funding when it allows, etc.).	Complete		
Office of Research	Increase the diversity of students recruited into UMOR for internships and part-time positions.	Share and communicate best talent pool development, hiring and retention practices amongst UMOR units.	In Progress		Just Started
Office of Research	Increase the diversity of students recruited into UMOR 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.	In Progress		Somewhat Complete
Office of Research	Increase the multi-dimensional diversity of UMOR staff through targeted and aggressive recruitment strategies while fostering staff retention programs.	Share and communicate best talent pool development, hiring and retention practices amongst UMOR units.	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.	Institute a formal policy requiring all UMOR staff involved in hiring decisions to complete Diversity in Hiring training offered by UMOR prior to talent searches (one-time training on use of the Interview Architect Tool).	Not Started		
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.	In Progress		Somewhat Complete



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.	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.	Determine how to best assess diversity, equity, and inclusion beyond gender and racial categorization.	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.	Review and revise current operations as necessary to be consistent with recommended effective practices in recruitment, hiring and retention processes as well as climate and culture.	In Progress		Somewhat Complete
Office of Research	Increase the multi-dimensional diversity of UMOR staff through targeted and aggressive recruitment strategies while fostering staff retention programs.	Provide and post guidance to UMOR units for recommended effective practices in recruitment, hiring and retention processes as well as climate and culture.	In Progress		Just Started
Office of Research	Ensure practices around reviewing funding decisions and award nominations and outcomes are aligned with recommended effective practices that reduce unconscious bias and improve racial and gender diversity of grant/award nominations and awardees.	Determine the range of practices in place at U-M for addressing unconscious biases in award nominations and selections.	In Progress		Somewhat Complete
Office of Research	Ensure practices around reviewing funding decisions and award nominations and outcomes are aligned with recommended effective practices that reduce unconscious bias and improve racial and gender diversity of grant/award nominations and awardees.	Review relevant research and practice literatures (e.g., recommended by ADVANCE, ODEI, NCID, etc.).	Complete		
Office of Research	Ensure practices around reviewing funding decisions and award nominations and outcomes are aligned with recommended effective practices that reduce unconscious bias and improve racial and gender diversity of grant/award nominations and awardees.	Determine whether current practices align with local and national recommended effective practices, including those based on scholarship in this field.	Complete		
Office of Research	Ensure practices around reviewing funding decisions and award nominations and outcomes are aligned with recommended effective practices that reduce unconscious bias and improve racial and gender diversity of grant/award nominations and awardees.	Update report to include guidance around unconscious biases related to scholarship type (e.g., legitimacy/importance of research on race and gender questioned across disciplines) that impact nominations, evaluations, and awards and that are often correlated with scholar demographics.	Complete		
Office of Research	Proactively highlight racial inequality work and more diverse experts.	Regular reviews of our own social media, Michigan Research, Research Blueprint, and other communications to ensure topics related to race (racial inequality, other cultural and diversity processes related to race, etc.) are represented.	Complete		
Office of Research	Proactively highlight racial inequality work and more diverse experts.	Build and refine processes and norms around who is included in communications, how those individuals are chosen, and how UMOR works with other units.	Complete		
Office of Research	Analyze institutional spending and other internal research metrics with race (and other demographic factors like gender and ethnicity) explicitly included.	Review seed funding and prestigious award nomination processes.	In Progress		Just Started
Office of Research	Analyze institutional spending and other internal research metrics with race (and other demographic factors like gender and ethnicity) explicitly included.	Review faculty grant submission profiles and the areas and types of research within them (e.g., health and biological sciences, social sciences/psychology).	In Progress		Just Started

School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Office of Research	Analyze institutional spending and other internal research metrics with race (and other demographic factors like gender and ethnicity) explicitly included.	Review support structures designed for researchers.	In Progress		Just Started
Office of Research	Analyze institutional spending and other internal research metrics with race (and other demographic factors like gender and ethnicity) explicitly included.	Investigate the ability to provide U-M units with data to raise awareness and encourage informed unit- and disciplinary-based action around inequities in the research enterprise/pipeline more broadly.	In Progress		Just Started
Office of Research	Catalyze more research and scholarship across campus on racial inequality.	UMOR partners with provost's office and broader group of units on suite of grants programming.	Complete		
Office of Research	Catalyze more research and scholarship across campus on racial inequality.	Work with provost's office (including ODEI) to co-lead and launch grant program in fall 2020 focused on advancing research infrastructure (grants to support research innovation, interdisciplinary collaboratives, and external grant seeking).	Complete		
Office of Research	Catalyze more research and scholarship across campus on racial inequality.	Visualization of current research and scholarship around DEI and racial inequality (in collaboration with units already working in this space, including NCID, ODEI, Provost's Office, and schools/colleges).	In Progress		Just Started
Office of Research	Require that all UMOR communications and marketing materials reflect the vision of diversity, equity and inclusion for the University of Michigan.	Monitor all UMOR units' communications and marketing materials to maintain diverse and compliant content.	Complete		
Office of Research	Require that all UMOR communications and marketing materials reflect the vision of diversity, equity and inclusion for the University of Michigan.	Ensure all websites are ADA-compliant; if not, provide funding to aid units in website upgrades.	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.	Complete		
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.	Not Started		
Office of Research	Foster a workplace culture of inclusivity through events, communication, employee engagement, and staff recognition.	Implementation of staff-to-staff appreciation program.	Not Started		
Office of Research	Foster a workplace culture of inclusivity through events, communication, employee engagement, and staff recognition.	Review and update job classifications.	In Progress		Somewhat 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.	Continue to publicize existing University pathways for reporting climate concerns and encourage students, faculty, and staff to do so.	Complete		
Office of Research	Advance DEI in "internal" U-M community (UMOR leadership, staff, units).	Review and revise current operations as necessary to be consistent with recommended effective practices surrounding promotion of an equitable and inclusive climate.	In Progress		Somewhat Complete
Office of Research	Advance DEI in "internal" U-M community (UMOR leadership, staff, units).	Develop an infrastructure for plan execution and assessment.	In Progress		Just Started
Office of Research	Advance DEI in "internal" U-M community (UMOR leadership, staff, units).	Elevate/improve the integration of staff UMOR Unit DEI committee.	In Progress		Just Started
Office of Research	Advance DEI in "internal" U-M community (UMOR leadership, staff, units).	Develop communication and feedback loop mechanisms between UMOR leadership team and staff DEI committee.	In Progress		Just Started
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		Just Started

School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
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.	Not Started	●	
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.	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.	Complete	●	
Office of Research	All training programs within UMOR units will reflect U-M's vision for diversity, equity and inclusion (DEI).	Development of DEI-based training "suite" for all UMOR staff based on offerings normally available through Organizational Learning.	Not Started	●	
Office of Research	All training programs within UMOR units 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.	Not Started	●	
Office of Research	All training programs within UMOR units 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.	Not Started	●	
Office of Research	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.	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").	Complete	●	
Office of Research	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.	Develop and socialize unite-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.	Complete	●	
Office of Research	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.	Placement of links to University resources related to sexual harassment and misconduct prevention on UMOR DEI web page(s).	Complete	●	
Office of the VP & Secretary of the University	Improve applicant pool diversity for open positions. (Staff)	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	Improve applicant pool diversity for open positions. (Staff)	Research best practices.	Not Started	●	
Office of the VP & Secretary of the University	Improve applicant pool diversity for open positions. (Staff)	Collaborate with central HR.	Not Started	●	
Office of the VP & Secretary of the University	Improve applicant pool diversity for open positions. (Staff)	Develop new outreach and recruitment strategies when positions are open and available.	Not Started	●	
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. In addition, implementation lead will plan and facilitate monthly DEI discussion on various topics for all staff. (Staff)	Identify courses and events for individuals to attend and ensure participation	Complete	●	

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. In addition, implementation lead will plan and facilitate monthly DEI discussion on various topics for all staff. (Staff)	Share experience/ideas with full staff.	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. In addition, implementation lead will plan and facilitate monthly DEI discussion on various topics for all staff. (Staff)	Plan and facilitate monthly DEI discussion on various topics with full staff.	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. In addition, implementation lead will plan and facilitate monthly DEI discussion on various topics for all staff. (Staff)	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	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. (Staff)	Meeting agendas include DEI discussions.	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. (Staff)	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	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. (Staff)	Working with EOs and other staff, include DEI values in Regents' Communications as appropriate.	Complete		
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. (Staff)	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. (Staff)	Work with other executive office staff members through the Fleming DEI Committee to to collaboratively develop potential topics and plan for events, as well as organize Media Club related programs.	Complete		

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. (Staff)	The committee continues to plan DEI related events for the FY 2020-21 to help enhance diversity and cultural awareness competencies throughout leadership.	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. (Staff)	The committee will continue to share 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 and gender-based misconduct prevention in an effort to promote a safe and supportive environment for all members to work, learn, and thrive. (Staff)	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").	Complete		
Office of the VP & Secretary of the University	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. (Staff)	Develop and socialize unite-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.	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. (Regents, Students, Faculty, Staff, Public)	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	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. (Regents, Students, Faculty, Staff, Public)	Consult with student leadership (Central Student Government, 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	Provide staff support and coordination for regent involvement in DEI events in its broadest forms, including in regards to current topics such as BLM, racism and others. Staff will also provide support and coordination for regents' work on the newly formed Flint and Dearborn Committee that has a mission to improve outcomes on both campuses. (Regents, Staff)	Improve awareness of campus DEI events through monthly emails and an executive calendar and assist with logistics for the Flint and Dearborn Committee.	Complete		
Office of the VP & Secretary of the University	Provide staff support and coordination for regent involvement in DEI events in its broadest forms, including in regards to current topics such as BLM, racism and others. Staff will also provide support and coordination for regents' work on the newly formed Flint and Dearborn Committee that has a mission to improve outcomes on both campuses. (Regents, Staff)	Inform regents of potential campus events through monthly emails and an executive calendar and provide logistical support when regents are engaged.	Complete		

School/Unit	Strategic Objective	Action Item	Progress	Icon	In-Progress Status
Office of the VP & Secretary of the University	Provide staff support and coordination for regent involvement in DEI events in its broadest forms, including in regards to current topics such as BLM, racism and others. Staff will also provide support and coordination for regents' work on the newly formed Flint and Dearborn Committee that has a mission to improve outcomes on both campuses. (Regents, Staff)	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 DEI events in its broadest forms, including in regards to current topics such as BLM, racism and others. Staff will also provide support and coordination for regents' work on the newly formed Flint and Dearborn Committee that has a mission to improve outcomes on both campuses. (Regents, Staff)	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, the honorary degree committee, leadership searches and search committees, and COVID Leadership Group. The VP&S attends fundraising events, 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. (Regents, Staff, Students, Public)	Continue work and advocacy on important campus committees and solicit, research, and submit broadly diverse nominees for honorary degrees.	Complete	