

UPDATED July 8, 2024

Center for Academic Innovation

Diversity, Equity and Inclusion Strategic Plan | FY 2025

Strategic Plan Overview

Selected text from President's Diversity, Equity & Inclusion Charge:

At the University of Michigan, our dedication to academic excellence for the public good is inseparable from our commitment to diversity, equity, and inclusion. It is central to our mission as an educational institution to ensure that each member of our community has full opportunity to thrive in our environment, for we believe that diversity is key to individual flourishing, educational excellence and the advancement of knowledge.

Goals [Diversity Equity & Inclusion]:

Diversity – We commit to increasing diversity, which is expressed in myriad forms, including race and ethnicity, gender and gender identity, sexual orientation, socio-economic status, language, culture, national origin, religious commitments, age, (dis)ability status, and political perspective.

Equity – We commit to working actively to challenge and respond to bias, harassment, and discrimination. We are committed to a policy of equal opportunity for all persons and do not discriminate on the basis of race, color, national origin, age, marital status, sex, sexual orientation, gender identity, gender expression, disability, religion, height, weight, or veteran status.

Inclusion – We commit to pursuing deliberate efforts to ensure that our campus is a place where differences are welcomed, different perspectives are respectfully heard and where every individual feels a sense of belonging and inclusion. We know that by building a critical mass of diverse groups on campus and creating a vibrant climate of inclusiveness, we can more effectively leverage the resources of diversity to advance our collective capabilities.

Rationale [Mission, Vision, Values of the Center for Academic Innovation]:

The Center for Academic Innovation works towards a future in which education connects and empowers learners everywhere to reach their full potential throughout their lives. Its mission is to collaborate across campus and around the world to create equitable, lifelong educational opportunities for learners everywhere.

The Center for Academic Innovation strives to be an organization that not only celebrates diversity, but fosters success for learners of all ages, academic, ethnic, and social backgrounds. We bring our values of *integrity, respect, inclusion, equity, diversity, and innovation* to our work. Across our array

of product work—including building educational technology, designing blended and online learning experiences, and conducting research—we achieve our work leveraging the design principles of creating *learner-centered* experiences, that are *research-driven, scaleable, and sustainable*.

Key Strategies & Constituencies*:

As a partnership-based staff unit responsible for designing, producing, and supporting innovative educational solutions in support of widening access to higher education and growing student success, the Center for Academic Innovation (CAI) works in service of five primary constituencies:

- CAI staff
- CAI partners
- CAI collaborators
- U-M community
- Global learners

CAI staff are a core constituency, being both supported by action items within this plan related to People, and simultaneously responsible for realizing our DEI goals within our Product work. As we consider further iterations to our recruitment processes (in collaboration with HR and OGC as needed), we will particularly recognize the constituencies of both prospective staff and the experiences they have when joining us for interview processes, in addition to the day-to-day lived experiences of our current staff.

CAI partners are a core constituency, representing the U-M faculty and staff who work with the Center to co-create innovative learning experiences and technologies, and conduct research to define the future of higher education. We aim to provide partnership experiences that are accessible to and supportive of our collaborators' broadly diverse backgrounds and needs. We aspire to be a place where our partners can learn with us about how to most effectively realize our DEI objectives, including methods to design culturally responsive, accessible, and inclusive learning experiences that present diverse expert perspectives.

CAI collaborators join our team from across the university to engage in applied on-the-job learning under the mentorship of our expert staff. We aim to craft authentic work experiences for them that help them develop critical career skills while being supportive of their diverse needs, and provide opportunities for them to learn existing and emerging skills to effectively create DEI-supportive products.

The **U-M community** broadly is one of the primary target audiences. This includes current students who are supported in their learning by our educational technologies; current students, staff, and faculty, and all U-M alumni who are able to access the rich portfolio of online learning experiences we have produced at no cost through Michigan Online; and instructors and administrators across the university as we share research that evaluates innovation and intervention strategies and their impact.

Learners from all over the world are impacted by our open learning experiences every day. These **global learners** experience the choices we make around whose expertise to include, what pedagogies to employ, and how accessible our language and technologies are when viewed within the context of their diverse needs. We aspire to meet learners where they are and foster learning success in pursuit of a more equitable and informed world. Developing

content that is able to meet such a diverse audience is complex, and sometimes involves balancing specific learning needs that may be in direct tension to support different audiences, but we aim to take consistent, data-informed steps to achieve this vision.

**All strategic objectives and related actions will be pursued in accordance with the law and University policy.*

Implementation Highlights and Planning Process Used

Planning Lead(s):

Mike Daniel, Chief Operating Officer and Senior Director of Policy and Operations
James DeVaney, Associate Vice Provost and Founding Executive Director
Ana Dora, Associate Director, Talent Management & Organizational Development
Cait Hayward, Director, Research & Analytics

Planning Team:

- Jess Anders, Software Portfolio Manager
- Holly Derry, Associate Director, Behavioral Science
- Briana Johnson, Marketing Copywriter
- Ahmed Lachheb, Learning Experience Designer
- Angela Matthews, Course Operations Specialist
- Becky Matz, Research Scientist Lead
- Alex Saya, HR Operations Assistant
- Moezo Saleem, XR Developer Senior

Implementation Highlight and Planning Process Summary:

Our unit at CAI actively engaged with DEI initiatives throughout Year One of DEI 2.0. Here's a breakdown of our key activities and the constituencies served:

DEI Council (Established Fall 2023): This ongoing council, composed of representatives from each CAI team, met monthly to guide the implementation of our DEI 2.0 Plan. The council served a central role by providing valuable input on both the direction and execution of action items. Additionally, subgroups within the council tackled specific sections of the plan, ensuring focused progress.

DEI-related Professional Development (PD): We offered approximately 10 DEI-focused PD opportunities for CAI staff this past year, with specific sessions for CAI supervisors and the team more broadly. Supervisor sessions were led by the PEAR office (Prevention Education, Assistance and Resources) and focused on creating a climate resistant to sexual harassment and training related to a better understanding of reporting obligations as well as how to offer support to individuals within the unit. The sessions for the broader team included a session titled "Using Privilege for Good" and it was facilitated by our U-M Organizational Learning colleagues. We also hosted a workshop titled "Feedback Loops: How to Give and Receive Feedback" led by U-M Professor Patrick Barry with the goal of encouraging more frequent feedback sharing and strategies

for how to do that most effectively based on individual needs. Most recently, we hosted a Team-wide workshop on Accessibility in partnership with the U-M Disability Equity Office and a NARCAN training session related to the impact of more immediately reversing the effect of an Opioid overdose. We have an upcoming virtual reality experience that will be offered to our team in August where participants will be exposed to topics related to the awareness of unconscious bias in hiring practices, motivating employees to participate in DEI events and training, cultivation of a culture of feedback and how to identify growth opportunities by using more DEI metrics. Additionally, our DEI Council professional development working group raised awareness and encouraged attendance to various DEI workshops being offered by the university via our Slack channel. For the future, we plan to continue the DEI Council professional development working group so that the activity planning that was initiated this past year can continue on with the new council. These past and future sessions aim to enhance our shared understanding of DEI principles and equip participants with practical skills for fostering a more inclusive environment.

Student Event: Led by our Student Experience and Engagement Lead, Roderick Simmons, along with DEI Council Member Angela Matthews, and two student fellows we hosted a DEI professional development event for our CAI Student Fellows. This event provided a unique opportunity platform for students working across the center to engage with DEI topics and connect with resources. This was particularly impactful because our student fellows hail from around the world, and have very different life experiences when it comes to engaging with DEI topics. This event was extremely well received and we are exploring how to make it a part of our yearly programming. (Constituencies: Undergraduate/Graduate Students)

Community of Practice (CoP): One of our action items for the year was to launch a DEI Community of Practice at CAI. We first surveyed staff to better understand their needs/interests for such a dialogue and have now established a monthly meeting cadence and hosted three events. These events serve as a space for ongoing dialogue, knowledge sharing, and collaboration among our staff. The conversations thus far have been fantastic, with staff who work on very different teams able to come together to share their experiences and learn from each other. We are using the time together to learn about ongoing DEI projects at CAI, discuss timely topics, and share external resources that people have found to be valuable. (Constituencies: Staff)

As we began to look to Year 2 of our DEI 2.0 Strategic plan, our DEI Co-Leads also met with the leadership teams for each of our core product-producing teams, Educational Technologies and Online. Year 1 has *primarily* focused on making progress on our *People* pillar of work, but we anticipate Year 2 will be more focused on *Product* and *Process* (while maintaining and expanding on the successes we've realized in Year 1). In sitting down with the product teams, we reviewed all action items and metrics that related to their domain, revised language to better fit the current state, and created new action items to better represent the work needed to achieve our objectives. We also spent our final DEI Council meetings reviewing the organization-wide action items and metrics that we had not yet accomplished and evaluated each to ensure they were still relevant.

Data and Analysis: Key Findings

Summary of Data:

Throughout the year we tracked every action item completed and reviewed progress monthly.

One thing that became apparent was that much of this work is ongoing, requiring first the creation of new processes, and then establishing a regular cadence when that process will be executed. In our first year, we accomplished four action items that we now consider “complete,” all of which are part of our *People* pillar of work:

- Publicize and incorporate an organizational statement crafted by CAI’s Leadership team in support of our commitment to creating a climate and culture resistant to sexual harassment into our policies, templates and processes
- Make information about competitive compensation assessments and the reclassification process accessible to all staff on CAI’s intranet
- Standardize our hiring process, including asking candidates for preferred name, accessibility needs, pronouns, accommodations, making sure captions are turned on, etc.
- Leverage the learning done through the “Creating Climates Resistant to Sexual Harassment” training and incorporating a new anti-harassment statement into policies, events, and learning experiences

We established new processes to ensure seven distinct action items and happen in a reoccurring fashion, stewarded by different stakeholder groups within CAI:

Led by Associate Director Ana Dora and the CAI HR team:

- Action items
 - Continue work with leadership to create and highlight career pathways where possible for roles at the Center
 - Continue to critically evaluate if new jobs posted need formal degrees for candidates to succeed
 - Continue to explore new venues to post job ads with the goal of reaching broadly diverse applicants
 - Continue process of inviting staff to complete structured exit interviews and review responses to identify actionable steps to take in response
 - Leverage campus resources and expertise to support professional development in diversity skills at CAI
- Metrics:
 - Post-onboarding survey responses

Led by Director Cait Hayward and the CAI Research & Analytics team:

- Metrics:
 - Track honorarium provided to further diversify perspectives represented in experts portfolio
 - Leverage ODEI-provided Metrics to annually review staff diversity breakdown on race/ethnicity and gender over time
 - Report results of DEI questions on global learner surveys
 - Bi-annual CAI Climate Survey

Led by a subgroup of DEI Council members:

- Action items:
 - Create space to review and understand peer efforts in this area, and explore

collaborations with other units through ODEI to share examples and convene a peer group

Community Effort co-facilitated by Ana Dora and Cait Hayward:

- Action items:
 - Host a DEI Community of Practice (CoP) at CAI to discuss how DEI work is integrated across our organization, to understand good practices from our peers, and to understand and apply current research

Key Findings, Themes and Recommendations:

- **The DEI Council proved to be a valuable platform** for collaboration, ensuring diverse perspectives informed our DEI implementation. This group will continue and be core to our DEI Plan implementation. To further foster inclusivity we have implemented a process whereby we invite all teams to nominate new council members yearly.
- **DEI-related PD sessions** contributed to a more informed and equipped workforce, fostering a more inclusive and supportive environment.
- **The student event** created a unique space to learn together about DEI across our international community.
- **CoP sessions** facilitated ongoing learning and collaboration around DEI, fostering a more inclusive work and learning environment.
- We have **partnered with ADVANCE to design, deploy, and analyze a staff climate survey**. The climate survey ran from June 17 to July 1, and ADVANCE is now in the process of analyzing the results. **We anticipate the data from this survey being core to informing further refinements to how we will implement and refine our DEI strategic plan in the year ahead.**

Strategic Objectives, Measures of Success and Action Plans*

Introduction:

The CAI plan covers CAI staff (both current and prospective), CAI partners (typically U-M faculty and staff), CAI student collaborators, the U-M community (including U-M alumni), and global learners. The strategic objectives needed to further the university-wide goals of diversity, equity and inclusion have been aggregated into three objectives determined by the University. Each of these strategic objectives is accompanied by metrics that will be tracked over time, as well as descriptions of single- and multi-year actions we will take to accomplish those objectives. For additional detail on assignments, timelines, and accountabilities, see the Action Planning Table.

**All strategic objectives and related actions will be pursued in accordance with the law and University policy.*

PEOPLE (Recruit, Retain & Develop a Diverse Community)

Strategies and action items for **People** are designed to bolster and extend the work of all units by introducing effective programs and procedures aimed at recruiting, retaining, and supporting a diverse campus community. DEI-related recruitment and retention efforts across campus reflect the varied needs and goals of specific units and groups.

STAFF

Strategic Objective 1:

Be an environment that attracts and retains broadly diverse staff and collaborators and supports equitable career development and advancement through clear and inclusive policies and practices and access to a transparent HR system

Metrics:

- Leverage ODEI-provided metrics to annually review staff diversity breakdown on race/ethnicity and gender over time
- Internal Climate survey measures around staff awareness and comfort navigating the HR system and career advancement expectations

Actions:

1. HR will conduct a periodic review of hiring processes through a DEI lens
2. HR will continue work with leadership to create and highlight career pathways where possible for roles at the Center
3. Create processes/visuals to help leadership to track staff career progression, promotion, and retention

Primary DEI Goal: Diversity

STAFF, PARTNERS, STUDENT COLLABORATORS

Strategic Objective 2:

Actively foster a balanced and supportive work climate through facilitating meaningful connections and collaboration that honor diverse perspectives and help us to realize our organizational mission

Metrics:

- Internal climate survey, conducted yearly, to evaluate staff and student collaborator job satisfaction, wellbeing, and climate perceptions
- Post-onboarding survey responses

Actions:

- Ensure clear mechanisms for providing feedback throughout the year, including regular 1:1 meetings between staff and supervisors where supervisors are encouraged to regularly engage with staff about their overall wellbeing, work-life balance, and any schedule adjustments; yearly internal staff climate surveys; yearly performance reviews, and ad hoc mechanisms to handle elevation of urgent incidents and manage conflicts. Some of this will involve creating new pathways for feedback, while others are well-established mechanisms that we need to remind everyone of regularly (like the route to report harassment and/or discrimination to the Equity, Civil Rights & Title IX Office). A key principle of these feedback mechanisms is for feedback to flow in multiple directions - from supervisees to supervisors and unit leadership, from supervisors to supervisees, and from leadership to all staff
- Continue process of inviting staff to complete structured exit interviews and review responses to identify actionable steps to take in response
- Convene a discussion among supervisors and leadership team about consistent approaches to equitable workload balance and thoughtful adjustments among individuals of different needs/statuses
- Further clarify internal and U-M steps so that people know where to go for conflict resolution/harassment, discrimination

Primary DEI Goal: Inclusivity

PROCESS (Create an Equitable and Inclusive Campus Climate)

Strategies and action items for **Process** are designed to support and strengthen the development of policies, procedures, and practices that create an inclusive and equitable campus climate and encourage a culture of belonging in which every member of our community can grow and thrive.

STAFF & STUDENT COLLABORATORS (PROSPECTIVE)

Strategic Objective 1:

Continue to systematically embed DEI practices and principles in our recruitment and interviewing processes

Metrics:

- Quantify hiring pool size and assess diversity with respect to gender and race over time

Actions:

1. Continue to critically evaluate if new jobs posted need formal degrees for candidates to succeed
2. Continue to explore new venues to post job ads with the goal of reaching broadly diverse applicants

Primary DEI Goal: Diversity

STAFF & STUDENT COLLABORATORS (CURRENT)

Strategic Objective 2:

Facilitate an inclusive and diverse culture where we learn about and work together on applying Diversity Skills

Metrics:

- Report on number of trainings offered, percent of staff engaged on formally-offered DEI training across the organization
- Internal Climate survey, conducted twice each year, to evaluate staff and student collaborator engagement and application of Diversity Skills

Actions:

- Host a DEI Community of Practice (CoP) at CAI to discuss how DEI work is integrated across our organization, to understand good practices from our peers, and to understand and apply current research
- Create space to review and understand peer efforts in this area, and explore collaborations with other units through ODEI to share examples and convene a peer group
- Leverage campus resources and expertise to support professional development in diversity skills at CAI, including on topics like:
 - Creating a climate resistant to sexual harassment
 - Intercultural competence using the intercultural development inventory
 - Unconscious bias
 - Sensitivity training
 - Difficult conversations
 - Identity and allyship
 - Ableism/anti-ableism
 - Privilege
 - Fostering inclusive and diverse perspectives
 - Diverse teamwork and communication practices

Primary DEI Goal: Inclusivity

PRODUCTS (Support Innovative and Inclusive Teaching, Research, and Service)

Strategies and action items for **Products** are designed to integrate DEI solutions into our educational program offerings and teaching methodology, and to ensure scholarly research on diversity, equity and inclusion, and the scholars who produce it, are valued and supported.

PARTNERS, U-M COMMUNITY, GLOBAL LEARNERS

Strategic Objective 1:

Source and support the creation of specific DEI-related content

Metrics:

- Report on how many initiatives that relate to DEI content strategy are sourced/produced
- Report on number of initiatives that include DEI goals and characterize their breakdown

Actions:

- Develop a process to track DEI content sourcing and goals
- Develop an initiative to explore and compare DEI proposal objectives against impact reached in projects. Begin with a representative set of projects to test a method/approach before scaling

Primary DEI Goal: Diversity

U-M COMMUNITY, GLOBAL LEARNERS

Strategic Objective 2:

Produce products that are DEI-informed and accessible across a variety of dimensions

Metrics:

- Track diversity of expert perspectives highlighted in the portfolio
- Track honorarium provided to further diversify experts represented in portfolio
- Quantify progress making content portfolio accessible
- Quantify progress making technology accessible
- Report learner engagement with products by gender and race/ethnicity and other diversity measures (first-generation engagement with higher education, in need of accessibility support, etc.)
- Report results of new questions on global learner surveys investigating learning perspectives regarding diversity of perspectives within and accessibility of content
- Report the quantitative relationships between tool usage and opportunity gaps
- Establish a model for evaluating the degree to which a course is DEI-supportive and complete for at least 10% of the portfolio
- Track the diversity of who participates in user research interviews

Actions:

- Review DEI questions on our pre- and post-surveys for content and revise as needed
- Establish practices to invite new faculty and departments to the innovation space, including identifying barriers to engagement and working to reduce friction, and offering honoraria to honor the labor involved
- Establish ways to track progress in improving accessibility across the content portfolio
- Identify and document how DEI practices (like selecting diverse perspectives for inclusion, and ensuring accessible materials are selected and/or created) are integrated into content production and represented in process maps and meeting design templates
- Ensure practices to achieve DEI-related objectives are embedded in the design for each project, including establishing objectives at the start; taking into account the range of voices in our community and representing broadly diverse perspectives
- Establish a process for incorporating broadly diverse perspectives and ensuring accessibility

for existing products that did not start with a DEI framework

- In our initiative proposal form, we invite requestors to share how they believe their proposed project may impact Diversity, Equity, and Inclusion broadly. We now have an opportunity to review these statements against the impact of the initiatives themselves. We plan to develop a pilot initiative to explore and compare DEI proposal objectives against impact reached in projects. Begin with a representative set of projects to test a method/approach before scaling.
- Create a comprehensive view of DEI activity across our portfolio by creating an annual report showcasing new content that addresses DEI-related themes, highlighting diverse expert perspectives shared in our initiatives, and featuring research efforts identify scalable strategies to create more equitable and inclusive learning experiences.
- Establish clear processes for addressing offensive or sensitive content
- Act as a convener and creator to help the University broadly evaluate curricular DEI outcomes and experiences leveraging large campus datasets

Primary DEI Goal: Equity

STAFF & STUDENT COLLABORATORS

Strategic Objective 3:

Be a work environment where staff are able to consistently upskill professionally to enable active support for DEI product creation

Metrics:

- Report on staff skill development needs and growth
- Annual internal climate survey to evaluate staff perceptions of skill growth and needs

Actions:

- Host workshops for staff around product-specific skills to support diverse and inclusive communities, including topics like:
 - Building accessible software
 - Lighting for BIPOC
 - Survey question design for inclusivity
 - Data visualization best practices
 - Culturally responsive pedagogy
 - Communication strategies for effective communication with different audiences

Primary DEI Goal: Inclusivity

Goal-related Metrics – Center for Academic Innovation Measures Tracked Over Time

School, College or Unit Metrics:

Staff, Faculty, Student Collaborators, U-M Community Learners, Global Learners:

Demographic Composition

- Headcount
- Race/ethnicity
- Sex
- Age (generation cohort)

Staff:

- *Climate Survey Indicators:*
 - Satisfaction with unit climate/environment in work unit
 - Assessment of semantic aspects of the general climate in work unit
 - Assessment of semantic aspects of the DEI climate in work unit
 - Feeling valued in work unit
 - Feeling of belongingness in work unit
 - Assessment of work unit commitment to diversity, equity, and inclusion
 - Perceptions of equal opportunity for success in work unit
 - Feeling able to perform up to full potential in work unit
 - Feelings of professional growth in work unit
 - Feelings of discrimination in work unit
- *Hiring Pool Diversity:* Quantify hiring pool size and assess diversity with respect to gender and race over time over time
- *Onboarding Experience:* Post-onboarding survey
- *DEI Learning Time:* Report on number of trainings offered, percent of staff engaged on formally-offered DEI training across the organization
- *DEI Skill Needs & Proficiency:* Report on staff skill development needs and growth

Products:

- *DEI Sourcing:* Track consultations with CAI partners and broader U-M communities on DEI topics
- *Accessibility Support:* Quantify progress on making content and technology accessible
- *Platform Usage:* Quantify relationships between tool usage and opportunity gaps
- *Course-Based Diversity Evaluation:* Create a method to evaluate the degree to which a course is DEI-supportive and complete for 10% of the portfolio.
- *Global Learner DEI Scales:* Report responses to DEI questions on global learner surveys

Action Planning Tables with Details and Accountabilities

PEOPLE (*Recruitment, Retention & Development*)

Key Constituency	Strategic Objective	Associated Metrics	Detailed Actions Plan (measurable,specific)	Group/person accountable
Staff	Be an environment that attracts and retains broadly diverse staff and collaborators and supports equitable career development and advancement through clear and inclusive policies and practices and access to a transparent HR system	<p>Leverage ODEI-provided metrics to annually review staff diversity breakdown on race/ethnicity and gender over time</p> <p>Internal Climate survey measures around staff awareness and comfort navigating the HR system and career advancement expectations</p>	<p>HR will conduct a periodic review of hiring processes through a DEI lens</p> <p>HR will continue work with leadership to create and highlight career pathways where possible for roles at the Center</p> <p>Create processes/visuals to help leadership to track staff career progression, promotion, and retention</p>	CAI Operations Team, DEI Co-Lead
Staff (current), Partners, Student Collaborators	Actively foster a balanced and supportive work climate	<p>Internal Climate survey, conducted yearly, to evaluate staff and student collaborator job satisfaction, wellbeing, and climate perceptions</p> <p>Post-onboarding survey responses</p>	<p>Ensure clear mechanisms for providing feedback throughout the year, including regular 1:1 meetings between staff and supervisors where supervisors are encouraged to regularly engage with staff about their overall wellbeing, work-life balance, and any schedule adjustments; yearly internal staff climate surveys; yearly performance reviews, and ad hoc mechanisms to handle elevation of urgent incidents and manage conflicts. Some of this will involve creating new pathways for feedback, while others are well-established mechanisms that we need to remind everyone of regularly (like the route to report harassment and/or discrimination to the Equity, Civil Rights & Title IX Office). A key principle of these feedback mechanisms is for feedback to flow in multiple directions - from supervisees to supervisors and unit leadership, from supervisors to supervisees, and from leadership to all staff</p> <p>Continue process of inviting staff to complete structured exit interviews and review responses to identify actionable steps to take in response</p>	CAI Leadership, CAI Operations Team, DEI Co-Lead

			<p>Convene a discussion among supervisors and leadership team about consistent approaches to equitable workload balance and thoughtful adjustments among individuals of different needs/statuses</p> <p>Further clarify internal and U-M steps so that people know where to go for conflict resolution/harassment, discrimination</p>	
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PROCESS (Promoting & Equitable & Inclusive Community)

Key Constituency	Strategic Objective	Associated Metrics	Detailed Actions Plan (measurable, specific)	Group/person accountable
Staff & Student Collaborators	Continue to systematically embed DEI practices and principles in our approach to recruitment, hiring, and selection	Quantify hiring pool size and assess diversity with respect to gender and race over time	<p>Continue to critically evaluate if new jobs posted need formal degrees for candidates to succeed</p> <p>Continue to explore new venues to post job ads with the goal of reaching broadly diverse applicants</p>	CAI Operations Team
Staff & Student Collaborators	Facilitate an inclusive and diverse culture where we learn about and work together on applying Diversity Skills	<p>Report on number of trainings offered, percent of staff engaged on formally-offered DEI training across the organization</p> <p>Internal Climate survey, conducted yearly, to evaluate staff and student collaborator engagement and application of Diversity Skills</p>	<p>Host a DEI Community of Practice (CoP) at CAI to discuss how DEI work is integrated across our organization, to understand good practices from our peers, and to understand and apply current research</p> <p>Create space to review and understand peer efforts in this area, and explore collaborations with other units through ODEI to share examples and convene a peer group</p> <p>Leverage campus resources and expertise to support professional development in diversity skills at CAI, including on topics like: Creating a climate resistant to sexual harassment Intercultural competence using the intercultural development inventory Unconscious bias</p>	DEI Co-Lead

			Sensitivity training Difficult conversations Identity and allyship Ableism/anti-ableism Privilege Fostering inclusive and diverse perspectives Diverse teamwork and communication practices	
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PRODUCTS (*Education, Scholarship & Service*)

Key Constituency	Strategic Objective	Associated Metrics	Detailed Actions Plan (measurable, specific)	Group/person accountable
Partners, U-M Community, Global Learners	Source and support the creation of specific DEI-related content	<p>Report on how many initiatives that relate to DEI content strategy are sourced/produced</p> <p>Report on number of initiatives that include DEI goals and characterize their breakdown</p>	<p>Develop a process to track DEI content sourcing and goals</p> <p>Develop an initiative to explore and compare DEI proposal goals against impact reached in projects. Begin with a representative set of projects to test a method/approach before scaling</p>	CAI Leadership, DEI Co-Lead
UM Community and Global Learners	Produce products that are DEI-informed and accessible across a variety of dimensions	<p>Track diversity of expert perspectives highlighted in the portfolio</p> <p>Track honorarium provided to further diversify experts represented in portfolio</p> <p>Quantify progress on making technology accessible</p> <p>Quantify progress on making content portfolio accessible</p> <p>Report learner engagement with products by gender and race/ethnicity and other diversity measures (first-generation engagement with higher education, in need of accessibility support, etc.)</p>	<p>Review DEI questions on our pre- and post-surveys for content and revise as needed</p> <p>Establish practices to invite new faculty and departments to the innovation space, including identifying barriers to engagement and working to reduce friction, and offering honoraria to honor the labor involved</p> <p>Identify and document how DEI practices (like selecting diverse perspectives for inclusion, and ensuring accessible materials are selected and/or created) are integrated into content production and represented in process maps, consultations,</p>	DEI Co-Lead

		<p>Report results of new questions on global learner surveys investigating learning perspectives regarding diversity of perspectives within and accessibility of content</p> <p>Report the quantitative relationships between tool usage and opportunity gaps</p> <p>Establish a model for evaluating the degree to which a course is DEI-supportive</p> <p>Track the diversity of who participates in user research interviews</p>	<p>and practices</p> <p>Establish ways to track progress in improving accessibility across the content portfolio</p> <p>Ensure practices to achieve DEI-related objectives are embedded in the design for each project, including establishing objectives at the start; taking into account the range of voices in our community and representing broadly diverse perspectives</p> <p>Establish a process for incorporating broadly diverse perspectives and ensuring accessibility into existing products that did not start with a DEI framework</p> <p>In our initiative proposal form, we invite requestors to share how they believe their proposed project may impact Diversity, Equity, and Inclusion broadly. We now have an opportunity to review these statements against the impact of the initiatives themselves. We plan to develop a pilot initiative to explore and compare DEI proposal objectives against impact reached in projects. Begin with a representative set of projects to test a method/approach before scaling.</p> <p>Create a comprehensive view of DEI activity across our portfolio by creating an annual report showcasing new content that addresses DEI-related themes, highlighting diverse expert perspectives shared in our initiatives, and featuring research efforts identify scalable strategies to create more equitable and</p>	
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			<p>inclusive learning experiences.</p> <p>Establish clear processes for addressing offensive or sensitive content</p> <p>Act as a convener and creator to help the University broadly evaluate curricular DEI outcomes and experiences leveraging large campus datasets</p>	
Staff, Student Collaborators	Be a work environment where staff are able to consistently upskill professionally to enable active support for DEI product creation	<p>Report on staff skill development needs and growth</p> <p>Internal Climate survey, conducted yearly, to evaluate staff perceptions</p>	<p>Host workshops for staff around product-specific skills to support diverse and inclusive communities, including topics like:</p> <ul style="list-style-type: none"> • Building accessible software • Lighting for BIPOC • Survey question design for inclusivity • Data visualization best practices • Culturally responsive pedagogy • Communication strategies for effective communication with different audiences 	CAI Leadership Team

Plans for Supporting, Tracking and Updating the Strategic Plan

Cait Hayward, Director of Research and Analytics and Ana Dora, Associate Director of Talent Management and Organizational Development, CAI’s DEI co-leads, will be the key points of contact for the plan stewardship. They will lead this work in partnership with James DeVaney, the Associate Vice Provost for Academic Innovation, Executive Founding Director of the Center, and Mike Daniel, Chief Operating Officer and Senior Director of Policy and Operations.

In collaboration with the CAI DEI Council, they will conduct quarterly reviews of the unit’s progress on the plan along with hosting an annual All Hands event focused on DEI to engage all staff at CAI in reflecting on our current state and imagining the future we want to see realized. Quarterly reports on progress will be presented to the CAI Leadership Group as well as a final evaluation of metrics and accomplishments against the plan. Recommendations will be presented to the CAI Leadership team no less than quarterly, or as they arise.