

# Duderstadt Center/Digital Media Commons

Diversity, Equity and Inclusion Strategic Plan | FY 2025

## Strategic Plan Overview

### **Selected text from President’s Diversity, Equity & Inclusion Charge:**

*“Restoring trust in this university to all stakeholders is my job as president, but it is also your job as university citizens, every single member of this community, to earn the trust of those who support us.”*

### **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 Digital Media Commons and their partners within the Duderstadt Center:**

The Digital Media Commons (DMC) is a unit of the Office of the Vice Provost for Academic Affairs with direct reporting responsibility for the overall operations of the Duderstadt Center.

Our role is stewardship, helping to coordinate the services provided by multiple partner organizations, and seeing that the Duderstadt Center's resources reflect the priorities of the DC's Executive Committee and the OVPAI for serving the academic community.

**Digital Media Commons Mission Statement:**

"The Digital Media Commons provides the U-M community with access to evolving technologies supported by experienced and passionate staff. We enable new ways to research, teach, learn, create, and explore in a student-centric environment that is interdisciplinary, inclusive, collaborative, and that promotes climate and social justice."

**Key Strategies & Constituencies:**

The Digital Media Commons (DMC) staff and student staff are the main constituency of this plan. The plan will also support our building partners (AAEL, ArtsEngine, A2RU, CAEN, Center for Entrepreneurship, and the Millennium Project) and users of the Duderstadt Center. Our DEI leads and committee, supported by senior leadership, have identified a limited number of strategic objectives to further university-wide goals for DEI. These have been aggregated into the three distal 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, in some cases, multiple-year actions that the DMC will take to accomplish those objectives.

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):**

Kylie-Grace Snyder, Associate Director of Information & Media Technology, Duderstadt Center

Sian Olson Dowis, Student Program Manager, Digital Media Commons

**DEI Committee:**

- Sian Olson Dowis (Co-Lead) - DMC
- Kylie-Grace Snyder (Co-Lead) - DC/CAEN
- Kathi Reister - DMC
- Steve Eberle - DMC
- Sara Eskandari - DMC
- Deb Mexicotte - ArtsEngine
- Mari Nee - CAEN
- Thea Strother - CAEN
- Shawn O'Grady - DMC
- Sarah Barbrow - AAEL

- Catherine Miller - DMC
- Tay Xavier - DMC
- Jody O’Niell - DMC
- Nicole Heffernan - CAEN
- Rose Moya - CAEN
- John Muckler (Accessibility Specialist) - DC/CAEN

### **Implementation Highlights and Planning Process Summary:**

We began our DEI 2.0 planning by revisiting the evaluation of DEI 1.0 and the first five years of DEI work. We used that data, along with input from leadership (DMC and ODEI) to build a Qualtrics survey that was distributed to all Duderstadt Center staff. All were encouraged to participate. We relied most heavily on the results of that survey to inform our new plan. Discussions within our DEI committee and with leadership were also considered, as was [the U-M Climate Survey and Demographic Metrics Report](#).

Highlights from Year 1 of DEI 2.0 Implementation (2023-24) include our new staff onboarding program, the initiation of significant physical accessibility renovations to the Duderstadt Center’s physical building, and increased DEI learning and engagement with key constituencies. The DEI leads partnered with the Chief Operating Officer to create a new Inclusive Onboarding Process for all staff, which includes a peer mentoring program, to build an inclusive climate and support staff retention and advancement. The Duderstadt Center successfully gained funding for a first round of physical accessibility changes to the building, including leveling previously inaccessible multi-level classrooms on the third floor and implementing accessible digital signage. We also increased engagement with our core constituencies through events increasing the number of DEI skill-building, education, and community-building events.

## **Data and Analysis: Key Findings**

### **Summary of Data:**

- While we have been addressing accessibility issues within our facility, a key take-away from our recent Qualtrics survey is that accessibility is still a key issue.
- Our senior staff feel uncomfortable with new hires being paid at a level similar to theirs, without the experience.
- Acknowledgement from colleagues during meetings is an ongoing problem noted by female staff.
- Staff and student staff would like to see informational programming continue, to keep all staff up-to-date on current DEI issues.
- Our staff is small (roughly 30 people) and mostly white. We have a loyal staff and

very low attrition, however that will change over the next 5 years as almost half of our staff reaches retirement age. The hard work that we are currently putting into our hiring and onboarding procedures will prepare us for the transition period ahead.

- Our student staff is fairly diverse already and our staff see that as important.
- Staff would like to have a way to evaluate their supervisors.

The primary constituency of our DEI plan is our professional and student staff. Indirectly, our DEI efforts affect all of our patrons also.

### **Key Findings, Themes and Recommendations:**

Accessibility is clearly still an issue; pay equity for women and senior staff is a concern; and keeping up-to-date on key DEI issues and addressing those issues to ensure that all of our staff, student staff, and users are treated with respect, fairness and equity seems to be our charge as dictated by our survey results.

## **Strategic Objectives, Measures of Success and Action Plans\***

### **Introduction:**

The Duderstadt Center plan covers primarily the Digital Media Commons (DMC) staff and may include our building partners (Art, Architecture, and Engineering Library, ArtsEngine, A2RU, CAEN, Center for Entrepreneurship, and the Millennium Project) and users of the Duderstadt Center. The Digital Media Commons is the unit with direct reporting responsibility for the overall operations of the Duderstadt Center. The DMC provides stewardship and specialist expertise to support the technologies, spaces, and curricular programs of the Duderstadt Center's advanced digital media resources and studios. It consists of a small team of around 35 full-time staff and about 70 student staff.

The Duderstadt Center DEI Committee is composed of representatives from the Digital Media Commons, CAEN, ArtsEngine, and AAEL. The DMC members are solely represented by the DC committee, while CAEN, ArtsEngine and AAEL members have representation from both the DC Committee and the College of Engineering or U-M Library DEI teams. The latter members engage in the DC Committee to work together to build a more connected and inclusive building. All full-time employees who work for a unit in the Duderstadt Center are welcome to join the DC DEI Committee at any time.

The strategic objectives needed to further the university-wide goals of diversity, equity and inclusion have been aggregated into three distal 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 multiple 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.

### **UNDERGRADUATE AND GRAD STUDENT STAFF**

#### **Strategic Objective 1:**

Inclusive Hiring (Student Staff) - Increase the diversity among DMC student employees at all levels through a more comprehensive hiring process. This builds upon work done during the DEI 1.0 Process, during which the DMC created an inclusive hiring process. Our task now is to continue to improve that process and ensure effective implementation.

#### **Metrics:**

Annual demographic analysis to track progress in the hiring and retention of a broadly diverse DMC student staff, with a goal of continuing to improve our hiring practices to achieve as diverse an applicant pool as possible.

#### **Action Items:**

- Confirm that we are using the same hiring tools/process consistently across units.
- Use a tool (e.g., Datapeople) to review all job postings for biased language and inclusivity.
- Make all student jobs eligible for Work-Study.
- Expand the number of places where jobs are posted to increase the diversity of the applicant pool.
- Increase diversity of the publications and sources used in our marketing to attract a wider pool of applicants.
- Review student interview practices and questions for inclusivity and accessibility. Implement suggested changes into DMC student hiring practices.

**Primary DEI Goal:** Diversity, Equity

### **STAFF**

#### **Strategic Objective 2:**

Inclusive Hiring (Full-Time Employees) - Increase the diversity among DMC employees at all levels through a more comprehensive hiring process. This builds upon work done during the DEI 1.0 Process, during which the DMC created an inclusive hiring process. Our task now is to continue to improve that process and ensure effective implementation.

**Metrics:**

Annual demographic analysis to track progress in the hiring and retention of a broadly diverse DMC staff, with a goal of continuing to improve our hiring practices to achieve as diverse an applicant pool as possible.

**Action Items:**

- Confirm that we are using the same hiring tools/process consistently across units. Socialize the DMC Hiring Process with full-time staff, with a focus on unit leadership, to ensure consistent adherence.
- Expand the number of places where jobs are posted to increase the diversity of the applicant pool.
- Use a tool (e.g., Datapeople) to review all job postings for biased language and inclusivity.
- Increase diversity of the publications and sources used in our marketing to attract a wider pool of applicants.
- Review current interviewing process, practices, and questions for inclusivity and accessibility. Implement suggested changes into the DMC Hiring Process and future hiring cycles.

**Primary DEI Goal:** Diversity, Equity

**ALL STUDENT AND PROFESSIONAL STAFF**

**Strategic Objective 3:**

Onboarding - Create and implement an onboarding process designed to support all incoming DMC staff (professional and student) and ensure consistent and equitable onboarding experiences. We created and institutionalized a new DMC Onboarding Process for full-time employees in Year 1 of the 2.0 plan, which includes a timeline and comprehensive checklist for supervisors and a New Employee Peer Mentoring Program. For Year 2 and beyond, we will create a similar Onboarding Process for our temporary student staff while also evaluating and iterating upon the FTE Onboarding Process we implemented in Year 1.

In addition, during the development of the Year 1 DMC Onboarding Process, we realized that having a successful Onboarding process was contingent upon successfully

Offboarding employees who retire, leave, change roles, or take a leave of absence, given confusion during these transitions related to reassignment of duties and transfer of knowledge and access. We discovered that incomplete Offboarding was impacting our ability to successfully and comprehensively Onboard new employees. Therefore, we are adding the creation of a clear “Offboarding Process” to our Action Items as a necessary aspect of a comprehensive, inclusive onboarding program.

**Metrics:**

- The development and implementation of a comprehensive DMC Onboarding Process by the end of academic year 2023-24.
- Career development and advancement opportunities (informational sites, mentoring programs, training & workshops) and conflict resolution information shared with all staff on our website and/or other shared resources.

**Action Items:**

- Create a DMC Onboarding Process for all new student staff.
- Create a DMC Offboarding Process for full-time employees to complement the Onboarding Process.
- Solicit feedback and gather data to evaluate the success of the DMC Onboarding Process for full-time staff implemented in Year 1. Use this data to identify areas for iteration, growth and improvement in the Onboarding Process and New Employee Peer Mentoring Program.
- Create comprehensive onboarding resource(s) to be shared during the DMC Onboarding Process to introduce new employees to Duderstadt Center spaces, resources, people, and workplace practices and procedures; and that explicitly addresses DEI objectives. Forms this resource could take include a Welcome Packet, a Staff Portal on the website, and/or an Onboarding Video.
- Continually evaluate and improve practices that support the retention and promotion of a broadly diverse staff within the DMC and share relevant information with staff to improve their success.

**Primary DEI Goal:** Diversity, Inclusion, Equity

**Strategic Objective 4:**

Pay Equity - Continue to develop a pay equity plan with building leadership that promotes fair compensation for all DMC staff, promoting inclusivity and staff retention. This plan involves two aspects: conducting a comprehensive pay equity review of staff, and continuing to promote equity in annual merit increases.

For several years, the DMC staff have chosen to pool their annual merit increases and divide the sum equally among all employees to help everyone keep up with the rising cost-of-living. Therefore, rather than everyone receiving the same percentage, everyone receives the same amount, with higher earners receiving a lower percentage of their

salary and lower earners receiving a higher percentage. This equity practice is voluntary and collectively determined by DMC staff each year, with those who would have their raises lowered given the deciding vote. Leadership and higher earners in the unit have consistently and robustly supported the practice, with one group of higher earners sharing: “it’s the right thing to do.”

**Metrics:**

- Completion of a DMC Employee Pay Equity Report, which includes evaluation of pay scales and compensation packages across all staff categories.
- Equitable allocation of annual merit increases.

**Action Items:**

- The Duderstadt Center COO will conduct a comprehensive Pay Equity Review for all DMC staff during the 2024-25 academic year.
- With consent from employees, continue existing practice promoting equity for combating inflation and cost-of-living increases by pooling and redistributing annual merit increases so all employees receive the same total amount each year.

**Primary DEI Goal:** Equity, Inclusion

## **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.

### **ALL STUDENT AND PROFESSIONAL STAFF**

**Strategic Objective 1:**

Workplace Climate and Community Building – Work to build a positive workplace climate that emphasizes the U-M Culture Journey Core Values (integrity, respect, inclusion, equity, diversity, and innovation) at the Digital Media Commons and the Duderstadt Center.

One way we will work to achieve this is to plan and host community-building events for all Duderstadt Center employees to meet and engage with one another to help build an inclusive and connected community. These events will also provide opportunities for optional cultural and identity-related sharing, like a multicultural potluck where participants can share dishes from their family’s culture or nation of origin.

We will also create more opportunities for workplace communication and collaboration—both to



discuss organizational culture and values, and to promote healthier cross-area communication collaboration around our ongoing projects and projects. With leadership, we will plan Culture Journey values exercises among the staff to explore how our institutional values relate to our workplace behavior. We will also work to create more spaces for these important conversations, such as DMC all-staff meetings.

Finally, we will work to build a culture of workplace wellness by partnering with the Duderstadt Center's MHealthy Champion to provide programs, events, and information to support employee mental, physical, financial and emotional well-being.

**Metrics:**

- Number of community-building and/or workplace wellness events held (goal = two per academic year).
- Attendance at events and programs.
- Number of Culture Journey Core Values exercises and conversations among staff
- Medium-to-long-term: improved Duderstadt climate survey feedback, indicating DC staff members say they feel connected to an inclusive, welcoming work community that respects and celebrates cultural differences, embodies core values, and promotes wellness.

**Actions:**

- Hold at least two DC-wide community building events per academic year.
- Include DC-DEI Committee members in the brainstorming and planning process for these events.
- Survey attendees about their satisfaction with each event. If an event is well-attended and positively reviewed in surveys, pursue making it an annual tradition.
- Engage in Culture Journey's Core Values activities and conversations.
- Organize regular DMC all-staff meetings to discuss shared goals and values.
- Collect ongoing feedback about workplace climate and culture at the DMC and the Duderstadt Center. Use this feedback to shape future action items.

**Primary DEI Goal:** Inclusion, Diversity

**Strategic Objective 2:**

DEI Education and Skill-Building - Provide informational sessions or workshops designed to educate and share ideas around DEI topics with our staff. Hold training sessions to prepare our DEI leads and committee members for their DEI tasks. For the DEI 2.0 period, programming will emphasize different aspects of accessibility (e.g., physical accessibility, neurodivergence and invisible disabilities, digital accessibility).

## **Metrics:**

- At least two informational sessions held per academic year.
- Staff attendance at informational sessions (at least 10 attendees per session).
- Generally positive feedback on the post-session feedback surveys.
- Medium-to-long-term: improved Duderstadt climate survey feedback. More DC staff members say they feel connected to an inclusive, welcoming work community that respects and celebrates cultural differences.

## **Action Items:**

- Host at least four educational events during the 2023-24 academic year to bring awareness to topics that affect many of our staff, student staff and users of the DC, with a focus on accessibility.
- Circulate feedback surveys at the end of each educational event.
- Investigate and expand the training available for our DEI leads, DEI committee and interested staff, to improve our knowledge on DEI topics and best practices for sharing that information.

**Primary DEI Goal:** Diversity, Inclusion

## **UNDERGRADUATE STUDENTS**

### **Strategic Objective 3:**

Student Inclusion and Empowerment - This strategic objective has a two-fold aim: to build a more inclusive and equitable student staff experience at the DMC, and to create avenues for student empowerment and voice related to the administrative of the Duderstadt Center and its DEI initiatives. The first aspect of this strategic objective is specifically for student employees, while the second applies to all student users and stakeholders of the DC, whether or not they are employed here.

For student staff, we will plan programs, activities and create procedures to help build a more connected, inclusive and cohesive community among DMC undergraduate student staff across all units. We will also work to ensure that all student staff in all units have equal access to support and mentorship from full-time staff.

For student stakeholders more broadly, our goal is to research the possibility of creating an annual Duderstadt Center Student Council or Student Advisory Board to empower students to have a voice in our operations and decision-making. For the FY 2024-25, our goal is to research how other units on campus have operationalized student governing bodies and to create a report summarizing our findings and recommending a course of action for Years 3-5. We will also work to conduct outreach to a broad range of student organizations to connect them with our resources

for student groups.

**Metrics:**

- Student staff attendance at DMC community-building events.
- Positive feedback from student staff in climate surveys.
- Increasingly positive feedback from student staff about their work environment from one-on-one conversations with Student Program Manager and their unit/space managers.
- Engagement with non-staff student stakeholders and users of the Duderstadt Center

**Actions Items:**

- Invite and encourage student staff to attend all-DMC community building events, as outlined in Strategic Objective 1.
- Hold at least one community building event per academic year for all DMC student staff (e.g., potluck, pizza party, town hall).
- Make sure all student staff have a one-on-one meeting with a supervisor (either space/unit manager or Student Program Manager) at least once every academic year.
- Create opportunities for student staff to engage in cross-training and collaboration across all DMC units.
- Conduct informational interviews and research best practices to develop a proposal for a Duderstadt student advisory body.
- Outreach to a broad range of diversity-focused student organizations to encourage use of our resources and spaces.

**Primary DEI Goal:** Inclusion, Equity

**ALL PATRONS OF THE DC (STUDENTS, STAFF AND FACULTY)**

**Strategic Objective 4:**

Accessibility Improvements – Continue to make updates and improvements to make our facility more physically accessible and our electronic output more digitally accessible. This objective is important to our staff and users alike.

**Metrics:**

- Completion of a series of accessibility projects and upgrades in the building
- Passing the compliance standards (SPG, ADA) for our physical and digital spaces.
- Improved feedback from users and staff regarding the DC’s accessibility.

**Action Items:**

- Complete current accessibility updates in the building in FY2025 (digital signage, leveling third floor classrooms).
- Have the website, electronic communications and building signage tested for usability and accessibility by the appropriate U-M staff and/or tools.
- Evaluate the DC's public-facing and staff spaces for accessibility and inclusion for neurodiverse people.
- Continue to advocate for and pursue funding options for still-needed accessibility improvements to the building.

**Primary DEI Goal:** Inclusion, Equity

## **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.

### **ALL CONSTITUENCIES**

#### **Strategic Objective 1:**

Ensure Digital Accessibility of Teaching, Research, and Service Materials - We recognize that digital accessibility is an essential aspect of creating an inclusive learning and working environment. We will prioritize making our digital content accessible to all users as per the new Digital Accessibility SPG guidelines.

#### **Action Items:**

- Partner with relevant university offices to ensure adherence to accessibility standards and best practices.
- Conduct an accessibility review of all DC websites and technology.
- Have all forms of electronic communication tested for usability and accessibility by the appropriate U-M staff and/or tools.

#### **Metrics:**

- Review of all new digital materials to ensure they meet accessibility standards.
- Positive feedback from users about the accessibility of digital materials.

**Primary DEI Goal:** Inclusion, Equity

## **Strategic Objective 2:**

Impactful DEI Partnerships - Increase the production and dissemination of DEI-related educational content that aligns with the DMC's mission and values, and supports the broadly diverse needs of our community. Many of the recordings, performances and exhibitions that happen every year in the DC are focused on diversity, equity, inclusion and social justice themes. We will continue current work of prioritizing DEI goals in our work with our partners, and we will build upon this foundation by making connections with new partners to use our resources, spaces, and staff skills to catalyze impactful DEI work on campus and beyond.

### **Metrics:**

- Increase the number of DEI-related educational content produced and disseminated each year.
- Audience engagement with the content, including views, shares, comments, and feedback.
- Demonstrated impact of the content on our community, such as increased awareness, understanding, and behavior change around DEI issues.

### **Action Items:**

- Encourage the use of DC spaces and facilities to host DEI related events and teach DEI related classes.
- Partner with stakeholders, particularly north campus academic units, recognized student organizations, and community partners to co-create content that is informed by diverse perspectives and expertise.
- Disseminate the content through various channels, such as social media, the DC website, newsletters, and other appropriate platforms.
- Partner with the U-M Library to learn about their Land Acknowledgement process and explore developing a Duderstadt Center/DMC Land Acknowledgement modeled on the Library's approach.

**Primary DEI Goal:** Inclusion, Diversity, and Equity

## **Goal-related Metrics – Duderstadt Center Measures Tracked Over Time**

### **Undergraduate Students**

Demographic Composition:

- Headcount
- Race/ethnicity
- Sex

Enrollment:

- Entry status (new, continuing)
- Student class level (freshman, sophomore, junior, senior)

Climate Survey Indicators:

- Satisfaction with overall U-M climate/environment
- Semantic aspects of the general climate of U-M campus overall
- Semantic aspects of the DEI climate at U-M campus overall
- Feeling valued at U-M campus overall
- Feeling of belongingness at U-M campus overall
- Assessment of U-M institutional commitment to diversity, equity, and inclusion
- Perceptions of equal opportunity for success at U-M campus overall
- Feeling able to perform up to full potential at U-M campus overall
- Feelings of academic growth at U-M campus overall
- Feelings of discrimination at U-M campus overall

**Graduate Students**

Demographic Composition:

- Headcount
- Race/ethnicity
- Sex

Enrollment:

- Student class level (Graduate-Masters/Doctoral/Professional)

Climate Survey Indicators:

- Satisfaction with climate/environment in department of School/College
- Assessment of semantic aspects of the general climate in department of School/College
- Assessment of semantic aspects of the DEI climate in department of School/College
- Feeling valued in department of School/College
- Feeling of belongingness in department of School/College

- Assessment of department in School/College commitment to diversity, equity, and inclusion
- Perceptions of equal opportunity for success in department of School/College
- Feeling able to perform up to full potential in department of School/College
- Feelings of academic growth in department of School/College
- Feelings of discrimination in department of School/College

## **Staff**

Demographic Composition:

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

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

## Action Planning Tables with Details and Accountabilities

### PEOPLE (*Recruitment, Retention & Development*)

Undergraduate and Graduate Student Staff	Inclusive Hiring	<p><b>Metrics:</b> Annual demographic analysis to track progress in the hiring and retention of a broadly diverse DMC student staff, with a goal of continuing to improve our hiring practices to achieve as diverse an applicant pool as possible.</p> <p><b>Action Items:</b></p> <ul style="list-style-type: none"> <li>• Confirm that we are using the same hiring tools/process consistently across units.</li> <li>• Use a tool (e.g., Datapeople) to review all job postings for biased language and inclusivity.</li> <li>• Make all student jobs eligible for Work-Study.</li> <li>• Expand the number of places where jobs are posted to increase the diversity of the applicant pool.</li> <li>• Increase diversity of the publications and sources used in our marketing to attract a wider pool of applicants.</li> <li>• Review student interview practices and questions for inclusivity and accessibility. Implement suggested changes into DMC student hiring practices.</li> </ul>	DC DEI, IT, & Communications
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Full-Time Staff	Inclusive Hiring	<p><b>Metrics:</b> Annual demographic analysis to track progress in the hiring and retention of a broadly diverse DMC staff, with a goal of continuing to improve our hiring practices to achieve as diverse an applicant pool as possible.</p> <p><b>Action Items:</b></p> <ul style="list-style-type: none"> <li>• Confirm that we are using the same hiring tools/process consistently across units. Socialize the DMC Hiring Process with full-time staff, with a focus on unit leadership, to ensure consistent adherence.</li> <li>• Expand the number of places where jobs are posted to increase the diversity of the applicant pool.</li> <li>• Use a tool (e.g., Datapeople) to review all job postings for biased language and inclusivity.</li> <li>• Increase diversity of the publications and sources used in our marketing to attract a wider pool of applicants.</li> <li>• Review current interviewing process, practices, and questions for inclusivity and accessibility. Implement suggested changes into the DMC Hiring Process and future hiring cycles.</li> </ul>	DC DEI, IT, & Communications
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All Student & Professional Staff	Inclusive Hiring	<p><b>Metrics:</b></p> <ul style="list-style-type: none"> <li>• The development and implementation of a comprehensive DMC Onboarding Process by the end of academic year 2023-24.</li> <li>• Career development and advancement opportunities (informational sites, mentoring programs, training &amp; workshops) and conflict resolution information shared with all staff on our website and/or other shared resources.</li> </ul> <p><b>Action Items:</b></p> <ul style="list-style-type: none"> <li>• Create a DMC Onboarding Process for all new student staff.</li> <li>• Create a DMC Offboarding Process for full-time employees to complement the Onboarding Process.</li> <li>• Solicit feedback and gather data to evaluate the success of the DMC Onboarding Process for full-time staff implemented in Year 1. Use this data to identify areas for iteration, growth and improvement in the Onboarding Process and New Employee Peer Mentoring Program.</li> <li>• Create comprehensive onboarding resource(s) to be shared during the DMC Onboarding Process to introduce new employees to Duderstadt Center spaces, resources, people, and workplace practices and procedures; and that explicitly addresses DEI objectives. Forms this resource could take include a Welcome Packet, a Staff Portal on the website, and/or an Onboarding Video.</li> <li>• Continually evaluate and improve practices that support the retention and promotion of a broadly diverse staff within the DMC and share relevant information with staff to improve their success.</li> </ul>	Unit Teams & Communications
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All Student & Professional Staff	Pay Equity	<p><b>Metrics:</b></p> <ul style="list-style-type: none"> <li>• Completion of a DMC Employee Pay Equity Report, which includes evaluation of pay scales and compensation packages across all staff categories.</li> <li>• Equitable allocation of annual merit increases.</li> </ul> <p><b>Action Items:</b></p> <ul style="list-style-type: none"> <li>• The Duderstaf Center COO will conduct a comprehensive Pay Equity Review for all DMC staff during the 2024-25 academic year.</li> <li>• With consent from employees, continue existing practice promoting equity for combatting inflation and cost-of-living increases by pooling and redistributing annual merit increases so all employees receive the same total amount each year.</li> </ul>	DC DEI & DMC Leadership
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**PROCESS (Promoting & Equitable & Inclusive Community)**

<p>All Student &amp; Professional Staff</p>	<p>Workplace Climate and Community Building</p>	<p><b>Metrics:</b></p> <ul style="list-style-type: none"> <li>• Number of community-building and/or workplace wellness events held (goal = two per academic year).</li> <li>• Attendance at events and programs.</li> <li>• Number of Culture Journey Core Values exercises and conversations among staff</li> <li>• Medium-to-long-term: improved Duderstadt climate survey feedback, indicating DC staff members say they feel connected to an inclusive, welcoming work community that respects and celebrates cultural differences, embodies core values, and promotes wellness.</li> </ul> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Hold at least two DC-wide community building events per academic year.</li> <li>• Include DC-DEI Committee members in the brainstorming and planning process for these events.</li> <li>• Survey attendees about their satisfaction with each event. If an event is well-attended and positively reviewed in surveys, pursue making it an annual tradition.</li> <li>• Engage in Culture Journey’s Core Values activities and conversations.</li> <li>• Organize regular DMC all-staff meetings to discuss shared goals and values.</li> <li>• Collect ongoing feedback about workplace climate and culture at the DMC and the Duderstadt Center. Use this feedback to shape future action items.</li> </ul>	<p>DC DEI &amp; DC Leadership</p>
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Full-Time Staff	DEI Education and Skill-Building	<p><b>Metrics:</b></p> <ul style="list-style-type: none"> <li>• At least two informational sessions held per academic year.</li> <li>• Staff attendance at informational sessions (at least 10 attendees per session).</li> <li>• Generally positive feedback on the post-session feedback surveys.</li> <li>• Medium-to-long-term: improved Duderstadt climate survey feedback. More DC staff members say they feel connected to an inclusive, welcoming work community that respects and celebrates cultural differences.</li> </ul> <p><b>Action Items:</b></p> <ul style="list-style-type: none"> <li>• Host at least four educational events during the 2023-24 academic year to bring awareness to topics that affect many of our staff, student staff and users of the DC, with a focus on accessibility.</li> <li>• Circulate feedback surveys at the end of each educational event.</li> <li>• Investigate and expand the training available for our DEI leads, DEI committee and interested staff, to improve our</li> </ul>	DC DEI & DC Leadership
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Undergraduate Students	Student Inclusion and Empowerment	<p><b>Metrics:</b></p> <ul style="list-style-type: none"> <li>• Student staff attendance at DMC community-building events.</li> <li>• Positive feedback from student staff in climate surveys.</li> <li>• Increasingly positive feedback from student staff about their work environment from one-on-one conversations with Student Program Manager and their unit/space managers.</li> <li>• Engagement with non-staff student stakeholders and users of the Duderstadt Center</li> </ul> <p><b>Actions Items:</b></p> <ul style="list-style-type: none"> <li>• Invite and encourage student staff to attend all-DMC community building events, as outlined in Strategic Objective 1.</li> <li>• Hold at least one community building event per academic year for all DMC student staff (e.g., potluck, pizza party, town hall).</li> <li>• Make sure all student staff have a one-on-one meeting with a supervisor (either space/unit manager or Student Program Manager) at least once every academic year.</li> <li>• Create opportunities for student staff to engage in cross-training and collaboration across all DMC units.</li> <li>• Conduct informational interviews and research best practices to develop a proposal for a Duderstadt student advisory body.</li> <li>• Outreach to a broad range of diversity-focused student organizations to encourage use of our resources and spaces.</li> </ul>	DMC Student Program Manager, Communications
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All	Accessibility Improvements	<p><b>Metrics:</b></p> <ul style="list-style-type: none"> <li>• Completion of a series of accessibility projects and upgrades in the building</li> <li>• Passing the compliance standards (SPG, ADA) for our physical and digital spaces.</li> <li>• Improved feedback from users and staff regarding the DC’s accessibility.</li> </ul> <p><b>Action Items:</b></p> <ul style="list-style-type: none"> <li>• Complete current accessibility updates in the building in FY2025 (digital signage, leveling third floor classrooms).</li> <li>• Have the website, electronic communications and building signage tested for usability and accessibility by the appropriate U-M staff and/or tools.</li> <li>• Evaluate the DC’s public-facing and staff spaces for accessibility and inclusion for neurodiverse people.</li> <li>• Continue to advocate for and pursue funding options for still-needed accessibility improvements to the building.</li> </ul>	DMC Leadership, Facilities
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**PRODUCTS (Education, Scholarship & Service)**

All	Ensure Digital Accessibility of Teaching, Research, and Service Materials	<p><b>Action Items:</b></p> <ul style="list-style-type: none"> <li>• Partner with relevant university offices to ensure adherence to accessibility standards and best practices.</li> <li>• Conduct an accessibility review of all DC websites and technology.</li> <li>• Have all forms of electronic communication tested for usability and accessibility by the appropriate U-M staff and/or tools.</li> </ul> <p><b>Metrics:</b></p> <ul style="list-style-type: none"> <li>• Review of all new digital materials to ensure they meet accessibility standards.</li> <li>• Positive feedback from users about the accessibility of digital materials.</li> </ul>	DC DEI & DC Leadership
All	Impactful DEI Partnerships	<p><b>Metrics:</b></p> <ul style="list-style-type: none"> <li>• Increase the number of DEI-related educational content produced and disseminated each year.</li> <li>• Audience engagement with the content, including views, shares, comments, and feedback.</li> <li>• Demonstrated impact of the content on our community, such as increased awareness, understanding, and behavior change around DEI issues.</li> </ul> <p><b>Action Items:</b></p> <ul style="list-style-type: none"> <li>• Encourage the use of DC spaces and facilities to host DEI related events and teach DEI related classes.</li> <li>• Partner with stakeholders, particularly north campus academic units, recognized student organizations, and community partners to co-create content that is informed by diverse perspectives and expertise.</li> <li>• Disseminate the content through various channels, such as social media, the DC website, newsletters, and other appropriate platforms.</li> <li>• Partner with the U-M Library to learn about their Land Acknowledgement process and explore developing a Duderstadt Center/DMC Land Acknowledgement modeled on the Library's</li> </ul>	DC DEI & DC Leadership



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**Plans for Supporting, Tracking and Updating the Strategic Plan**

The Duderstadt Center DEI Leads are the key contact for stewardship of the plan. They will be assisted by the DC-DEI committee and building leadership in tracking and supporting the plan implementation.

These groups will conduct an annual review of the plan with all relevant constituencies and gather feedback and additional ideas to be implemented throughout the year. A final evaluation of metrics and accomplishments against the plan, as well as recommendations will be presented to the Duderstadt Center COO & Leadership Team annually each June.