

# Michigan Athletics

Diversity, Equity and Inclusion Strategic Plan | FY 2025

## Strategic Plan Overview

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### **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.

From being one of the first universities to admit women in 1870 to our historic defense of race conscious admission policies at the U.S. Supreme Court in 2003, the University of Michigan has had a fierce and longstanding commitment to diversity, equity and inclusion. This commitment rests upon our recognition of the history in the United States of racial, ethnic, and gender discrimination as well as our understanding that our progress as an institution of higher learning will be enhanced with a vibrant community of people from many backgrounds.

### **Goals:**

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:**

Michigan Athletics strives to be a national leader athletically and academically, while operating with the highest integrity. We are committed to developing our staff and student-athletes in a fun environment that demonstrates respect for all, shows compassion for others and celebrates the differences among our staff, student-athletes and supporters.

Throughout the storied history of over 150 years of competition, Michigan Athletics has captured hundreds of championships while our student-athletes and coaches have garnered individual academic and competitive awards at every level. The Block M logo is one of the most recognizable and respected in the world, and the student-athletes and staff who represent it, as well as the fan base that supports it, come from all walks of life. Our commitment to DEI is rooted in the belief that diversity of background, thought and life experience can lead to high-achieving teams that will continue to contribute to this athletic department's rich history, provide access and opportunity to world-class experiences, and unite and inspire people around the world.

Internally, the Michigan Athletics DEI Committee developed a set of shared values during DEI 1.0 that will continue to guide our work toward making Michigan Athletics a more diverse, equitable, and inclusive unit:

- Foster a positive workplace culture that values diversity, equity and inclusion
- Adapt and embrace change together while recognizing our history
- Develop meaningful interpersonal connections
- Increase transparency through early, effective and intentional communication
- Value, respect and celebrate our team members

In addition to the shared values developed by the Michigan Athletics DEI Committee, our Athletic Director, Warde Manuel and his Leadership Team have worked over the past year to identify the Department's mission, vision, values and priorities for FY '25:

- Vision: Be the Leaders and Best
- Mission: Foster a culture of excellence by committing to championship standards in everything we do and with everyone we serve
- Values:
  - Accountability
  - Integrity
  - Respect
  - Teamwork
- Many of the areas of priority flow into our strategic objectives, measures of success and action plans

### **Key Strategies & Constituencies\*:**

Michigan Athletics staff (which includes all coaches unless otherwise indicated) and student-athletes are the main constituency of this plan. The Athletics DEI Committee, supported by the Athletics Leadership Team (LT), has 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 Athletics 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

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### Planning Lead(s):

Ruquel Atchison, Associate Director, Academic Success Program

Maurice Washington, Assistant Athletic Director, Career and Student-Athlete Alumni Engagement

### Planning Team:

- Julie Fielding, Assistant Director, Michigan Athletics Career Center (MACC)
- Brandy Gresham, Athletic Counselor
- Elizabeth Heinrich, Executive Senior Associate AD & SWA, Compliance & Student Development
- Katie Gwinn Hewitt, Assistant Athletic Director for Digital and Creative Content
- Kelly Pahle, Director, Athletic Counseling
- Tiffany Raymond, Assistant Athletic Director for Human Resources
- Phillip Reid, Director of Athletic Maintenance
- Brian Townsend, Director of Student-Athlete Leadership Development, Sport Administrator
- Gabryel Wilson, B1G Administrative Fellow

### Implementation Highlights and Planning Process Summary:

During DEI 2.0 Y1, we were able to offer many opportunities for staff and student-athletes to engage in training and educational sessions. Some of the topics were LGBTQ+ Inclusion in Sports, Generational Diversity, Understanding Taxes as an International Student, and The Black Student-Athlete Experience. The subject matter for the sessions were selected based on initial reviews of past assessments and survey findings. Although some of our implementation efforts were successful, further evaluation and feedback has shown that we need to do a deeper dive into our data to gain a better understanding and expand our efforts. We also aren't where we would like to be from a participation perspective, but we are slowly seeing engagement from staff that haven't been involved in the past.

DEI 1.0 provided a solid foundation for our department to begin assessing how DEI principles can be applied to the intercollegiate athletics space. As we reviewed our objectives, actions and outcomes from the initial planning process, we recounted how quickly the scope of our work widened since DEI as a framework can be applied to every aspect of the human experience. In reviewing the DEI 1.0 evaluation report, we assessed both our successes and pitfalls from the initial planning phase and used many of those learning lessons to chart our path forward. We recognize that this work is done in an effort to affect change in the overall culture of our department, so it was fitting for most of the Planning Year to be spent evaluating our culture and using those findings to also set our DEI 2.0 plan priorities.

In addition to the report, two other data sets that significantly impacted our plan were the findings from a spring 2022 gender equity survey, facilitated by Dr. Ketra Armstrong (Faculty Athletics Representative, Kinesiology), and findings from a 2022-23 culture survey commissioned by Athletic Director Warde Manuel. All staff, including coaches, were encouraged to participate in both assessments. Dr. Armstrong, having served on Gov. Whitmer's 2019 state-wide Task Force on

Women in Sport, developed a survey in a similar vein, but designed the Michigan Athletics assessment to "to explore UM Athletic leaders' perceptions of the challenges and opportunities for leadership in UM Athletics" and to "unveil the factors influencing and impacting leadership opportunities and experiences of women employed therein." (Armstrong, 2022).

With regard to aforementioned "perceptions of the challenges and opportunities for leadership in UM Athletics," an internal working group was tasked by AD Manuel to assess the perceived overall culture of the athletic department in fall of 2022. His charge to the working group was to evaluate and analyze data, and provide recommendations for the Athletics Leadership Team (LT) to review in spring 2023. After consulting with members of the U-M Organizational Learning team, the working group contracted with a third-party vendor, Excellence with Integrity Institute (EWI), to deploy a survey, facilitate focus groups and interviews, and assist with drafting recommendations. Several members of the Athletics DEI Committee were asked to serve on the culture working group, and both groups will continue to work in tandem to make progress on outlined goals.

In addition to survey findings, we also reviewed a wealth of data including: internal surveys deployed from 2019-2023, annual DEI Metrics Reports, staff demographic trend reports (U-M HR), NCAA and Big Ten Conference student-athlete demographic reports, TIDES College Sport Racial and Gender Report Card, Athlete Ally Athletic Equality Index (AEI). From this data, we were able to glean insights not only into our own demographics and service offerings but we were also able to benchmark against peer institutions within the NCAA Power 5 conferences.

Input and feedback from student-athletes was also key in the development of this plan as we have struggled over the years to glean campus climate insights from student-athletes. We are proud to have established a DEI liaison role within the Student-Athlete Advisory Council (SAAC) and to have launched a number of student organizations and resource groups to support student-athletes across multiple identities, interests, and experiences during DEI 1.0. In addition to the DEI-SAAC liaison, we leaned on the leaders of organizations such as the Black Student-Athlete Alliance (BSAA), and Athlete Ally to provide insight into the current climate and to ensure alignment with the proposed strategic plan, and solicited feedback from select coaches about desired resources to enhance the student-athlete experience. We look forward to increased partnership and collaboration with student-athlete leaders, coaches and team-facing staff to better understand student-athlete climate and needs during DEI 2.0.

## Data and Analysis: Key Findings

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### Summary of Data:

#### People (Recruitment & Retention):

- Over past five years, Athletics staff racial diversity continues to be similar to that of Central Campus (campus: 73% white, 26% BIPOC, 1% unknown | Athletics: 80% white, 19% BIPOC, 1% unknown)
- Over past five years, Athletics staff headcount by sex remains the opposite of Central Campus (campus: 57% female, 43% male | Athletics: 35% female, 65% male)

- Limited data exists with regard to other traditionally underrepresented groups among staff and student-athletes (e.g. LGBTQ+, ability status)
- Lack of career advancement opportunities was cited as most common reason for staff departure in exit survey (18%)
- Limited student-athlete campus climate data exists due to low response rate and inconsistent internal reporting

**Process (Campus Climate):**

- Internal silos (caused by campus geography and intergroup/personal dynamics) are prohibitive to collaborative work environment
- Unclear, poorly or uncommunicated department processes, policies, standards and expectations have led to varied, negative-leaning perceptions of department culture
- Staff overwhelmingly desire development of shared department-wide mission, vision, values, communicated and transparent standards and metrics for accountability
- Concerns regarding mental health, burnout and challenges in maintaining work-life balance for staff (including coaches); increased demand for mental health services among student-athletes
- Need for interpersonal/intergroup conflict resolution strategies and clearly communicated reporting procedures
- Staff seek sense of belonging, value and appreciation

**Products (Scholarship, Teaching and Service):**

- Increased demand for DEI continuing education opportunities and events among student-athletes and staff
- Opportunities exist to develop and leverage campus and community partnerships
- Enhance digital and physical accessibility across web and social platforms and within Athletics venues

**Key Findings, Themes and Recommendations:**

A key takeaway from assessing this data was the overwhelming consistency of themes over time. Overarching themes such as communication and transparency, diversity and representation among underrepresented populations on staff, addressing work silos, and celebrating accomplishments and diversity, broadly defined, to increase feelings of belonging were central to our annual plans throughout DEI 1.0, and continue to be prevalent in our analysis for DEI 2.0.

While we made significant strides during DEI 1.0, we often found ourselves widening the scope of our work beyond what our committee and our internal constituents could manage. To that end, we experienced a lack of shared responsibility across internal units and among our constituents to achieve the objectives in our plan; much of the work fell on the shoulders of the Athletics DEI Committee leadership group; none of whom currently have an official DEI work appointment. A critical step in DEI 2.0 will be to work with AD Manuel to re-establish the Athletics DEI leadership role in a sustainable manner which supports the heft of responsibilities from campus, Big Ten Conference, and NCAA levels. Recruiting internal allies, re-engaging staff in developing DEI competencies, and uplifting student-athlete DEI initiatives should be central

to this leader's duties.

Over the past five years, incidents of staff misconduct resulting in external investigations have called into question accountability standards, especially for coaches and leadership, as well as policies and processes related to reporting, investigation, communication and transparency. With the majority of Athletics staff having fully returned to in-person work and student-athletes having returned to regular competition schedules, needs and expectations related to work-life balance, mental health and interpersonal relationships have evolved and will be a focus of our work in DEI 2.0.

With all of this in mind, we acknowledge that we likely need to take a few steps backwards and keep our scope narrow to reset and redefine both our understanding of and commitment to DEI at Michigan Athletics before launching into brand new initiatives. We feel very fortunate to have partnered with our development team to establish an expendable fund to support DEI initiatives during DEI 1.0, and we look forward to setting our intentions on increasing our collective understanding of diversity in its myriad forms, embedding inclusive practices and striving for equity in our daily business operations.

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

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### **Introduction:**

The Michigan Athletics plan covers staff (which includes all coaches unless otherwise indicated) and student-athletes. 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)

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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**

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

Increase representation of historically underrepresented identities among Athletics staff (including but not limited to women racial and ethnic minorities, veterans, and people with disabilities)

#### **Metrics:**

- Demographic makeup of applicant pools
- Demographic makeup of Athletics staff year-over-year
- Retention rate of women and URM in full-time positions
- Websites, job boards etc. where open positions are posted
- Number of staff who complete annual training

#### **Actions:**

- Present department-wide analysis of staff demographic makeup at least once annually
- Revisit 2022 Gender Equity survey to further analyze findings related to gender equity among staff
- Conduct at least one (1) annual inclusive hiring practices training for Athletics DEI Committee members and all staff in supervisory roles
- Continue to seek alternative websites, job boards etc. to post open positions (beyond U-M Careers, NCAA, O1 Jobs)
- Encourage inclusion of at least one (1) Athletics DEI Committee member on all hiring committees

- Partner with HR team to further assess trackable demographic data

**Primary DEI Goal:** Diversity

## **STAFF**

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

Develop strategies and programs to address staff retention concerns related to supervisory support and career advancement

#### **Metrics:**

- Staff turnover rate year-over year
- Staff exit survey response to questions regarding reasons for departure

#### **Actions:**

- Continue to review staff exit interview data to monitor trends related to reasons for departure
- Continue to develop tailored professional development program for mid-level and/or new managers
- Identify actions for continued assessment and analysis of culture and climate in conjunction with internal culture working group and Athletics Leadership Team (LT)
- Assess feasibility of implementing a professional development request process and develop a tool to track requests and measure equity
- Assess feasibility of equity review and benchmarking with a focus on job titles, job types, compensation, and communicating transparent standards for promotion

**Primary DEI Goal:** Equity



## **PROCESS (Create an Equitable and Inclusive Campus Climate)**

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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 CONSTITUENCIES**

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

Re-engage staff and student-athletes in shared responsibility of fostering a culture that values diversity, equity and inclusion

#### **Metrics:**

- Re-establishment of Athletics DEI leadership (COO or similar title)
- Staff and student-athlete attendance/participation in Athletics DEI-sponsored or affiliated programs and events

#### **Actions:**

- Re-establish and communicate Athletics DEI leadership structure and charge with consideration given to NCAA, Big Ten Conference and U-M service commitments and recommendations
- Continue to incorporate DEI strategic plan and updates into quarterly all-staff department meetings and volunteer/temporary staff training to increase internal awareness and individual ownership of DEI strategic plan
- Establish consistent communication cadence across available internal channels to provide updates and information from ODEI and campus community, Big Ten Conference, and NCAA
- In partnership with LT, Athletics DEI leadership will offer to attend at least one (1) meeting or retreat per internal unit annually to increase unit-level and individual awareness and ownership of DEI priorities
- DEI leadership will offer to attend at least two (2) SAAC meetings per term to provide strategic plan updates and gather feedback from student-athletes

**Primary DEI Goal:** Inclusion

### **STUDENT-ATHLETES**

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

Increase engagement and participation in DEI activities, foster inclusivity and belongingness among student-athletes across multiple identities and interests

#### **Metrics:**

- Student-athlete survey response rate
- Student-athlete applicants/attendees at U-M, Big Ten Conference, or NCAA DEI-affiliated conferences and/or events

- Student-athlete participation in student-athlete organizations and/or resource groups
- Exit interview responses to questions regarding inclusive environment

**Actions:**

- Analyze survey findings from fall '23 student interest/needs assessment and present themes to staff and student-athletes by spring 2025
- Partner with S-A leaders (e.g. SAAC, BSAS, Athlete Ally) and S-A facing units (e.g. ASP, LOT, MACC) to identify strategies and best practices to promote and increase participation in student-athlete organizations, events and professional development opportunities across interests and identities
- Continued S-A representation on Athletics DEI Committee
- Continued staff support of student-athlete-led initiatives and activities

**Primary DEI Goal:** Inclusion

**ALL CONSTITUENCIES**

**Process Strategic Objective 3:**

Bolster support for Athletics DEI priorities through fundraising, partnership and sponsorship

**Metrics:**

- Dollars raised to support Athletics DEI priorities
- Sponsor/partner activation

**Actions:**

- Create collateral outlining priorities supported by existing Athletics DEI expendable fund
- Provide monthly updates to Athletics Development team regarding DEI-affiliated activities and strategic planning progress
- Partner with Athletics Development Donor Engagement & Stewardship team to draft impact report for DEI donors
- Meet with LEARFIELD partners to share priorities, plans and gauge interest and opportunities with existing partners

**Primary DEI Goal:** Diversity

## **ALL CONSTITUENCIES**

### **Process Strategic Objective 4:**

Increase awareness and understanding of different cultural groups and identities, and celebrate diversity in culturally appropriate, meaningful ways.

#### **Metrics:**

- Staff and student-athlete attendance/participation in programs and events
- Post-event survey responses gauging awareness and learning outcomes
- Ticket sales, attendance and social media engagement for themed, celebratory and/or cause-related athletic events

#### **Actions:**

- Continue to update and utilize calendar of daily/monthly observances, holidays, etc.
- Continue to leverage available electronic platforms and physical spaces to educate, commemorate history, share stories and offer resources
- Continue to host/sponsor events to acknowledge or celebrate a diverse array of observances across multiple identities (e.g. MLK Symposium, LGBTQ+ Pride games)
- Continue to collaborate with External Relations to brainstorm and incorporate diverse and inclusive initiatives or causes in-venue and on social media
- Seek out community partners to advise and consult on culturally appropriate observance, acknowledgement and celebration
- Assess feasibility of establishing an inclusive review team with a primary focus on external facing content

**Primary DEI Goal:** Inclusion

## **STUDENT-ATHLETES**

### **Process Strategic Objective 5:**

Develop consistent, sustainable processes to collect, analyze and report student-athlete demographic and climate data.

#### **Metrics:**

Number of internal units, coaches and/or sport programs engaged

#### **Actions:**

- Continue to track student-athlete demographic data and begin to share annually among student-athlete and staff constituencies as appropriate, including to help assess student experiences of climate
- Meet with internal student-athlete facing units to gauge existing data collection methods, content, timing, analysis and reporting efforts
- Engage coaches, student-athlete facing units and Sport Committee to better understand current data needs and uses

- Identify units and/or personnel with which student-athlete data should be shared
- Determine appropriate next steps for efficient data collection, analysis and reporting

**Primary DEI Goal:** Diversity

**STAFF**

**Process Strategic Objective 6:**

Develop comprehensive onboarding program for new and existing staff to provide an equitable welcoming experience, foster a sense of belonging and to ensure that all staff have access to and working knowledge of department policies and resources.

**Metrics:**

- Track progress of program development
- Number of staff who participate in onboarding program once developed

**Actions:**

- Complete the implementation of the Leaders and Best onboarding program with a requirement that all staff and coaches participate
- Establish process for tracking participants
- Develop program feedback model

**Primary DEI Goal:** Inclusion

**STAFF**

**Process Strategic Objective 7:**

Foster belongingness and assess feelings of perceived value among staff

**Metrics:**

- Number of nominations for staff and team/unit awards
- Track changes in staff responses to climate assessment questions that focus on feelings of belonging and being valued

**Actions:**

- Continue to promote nomination process for staff awards and gratitude submissions
- Provide support to Athletics staff resource/affinity groups and promote existing campus / community groups
- Clarify and communicate methods of conflict resolution for staff, using the option of a skip level manager meeting for conflicts involving one's supervisor, Human Resources or the Chief of Staff
- Collaborate with culture working group to plan future climate assessment methods and timing

**Primary DEI Goal:** Inclusion

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

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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**

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

Develop DEI reference and resource guide for student-athlete and staff use

#### **Metrics:**

- Track progress of resource development
- Track number of staff and students who use the resources once developed

#### **Actions:**

- Create repository of existing professional development, continuing education and self-paced learning resources from units such as ODEI and Organizational Learning and link to Athletics intranet site
- Athletics DEI leadership will seek to meet with coaches or team-facing representatives from each program at least once annually to gauge awareness, usage and effectiveness of the guide, and to assess needs

**Primary DEI Goal:** Diversity

### **ALL CONSTITUENCIES**

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

Assess and improve accessibility of online, in-venue content and physical spaces

#### **Metrics:**

- Number of findings of in-venue, web or social content lacking closed-captioning
- Consistent usage of ALT text across departmental/team social media accounts

#### **Actions:**

- In partnership with External Relations team, develop digital/electronic accessibility standards and accountability measures in alignment with University SPG 601.20
- Continue annual check-in with COO regarding ADA compliance, signage, and inclusive spaces in existing facilities; participate in planning sessions for new building projects

**Primary DEI Goal:** Inclusion

## Goal-related Metrics – *[School, College or Unit]* Measures Tracked Over Time (updated May 2, 2023)

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### Student-Athletes (Undergraduate & Graduate, collected internally)

#### Demographic Composition:

- Headcount
- Race/ethnicity
- Sex

#### Graduation Rates:

- 4-Year

#### Enrollment:

- Entry status (new, continuing)
- Student class level (freshman, sophomore, junior, senior)
- Student class level (Graduate-Masters/Doctoral/Professional)

### Staff

#### Demographic Composition:

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

#### Climate Survey Indicators (sample indicators listed below):

- 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*)

Key Constituency	Strategic Objective	Associated Metrics	Detailed Actions Plan (measurable, specific)	Group/person accountable
Staff	<p><b>People Strategic Objective 1:</b> Increase representation of historically underrepresented identities among Athletics staff (including but not limited to women racial and ethnic minorities, veterans, and people with disabilities)</p>	<ul style="list-style-type: none"> <li>•Demographic makeup of applicant pools</li> <li>•Demographic makeup of Athletics staff year-over-year</li> <li>•Retention rate of women and URM in full-time positions</li> <li>•Websites, job boards etc. where open positions are posted</li> <li>•Number of staff who complete annual training</li> </ul>	<ul style="list-style-type: none"> <li>•Present department-wide analysis of staff demographic makeup at least once annually</li> <li>•Revisit 2022 Gender Equity survey to further analyze findings related to gender equity among staff</li> <li>•Conduct at least one (1) annual inclusive hiring practices training for Athletics DEI Committee members and all staff in supervisory roles</li> <li>•Continue to seek alternative websites, job boards etc. to post open positions (beyond U-M Careers, NCAA, 01 Jobs)</li> <li>•Encourage inclusion of at least one (1) Athletics DEI Committee member on all hiring committees</li> <li>•Partner with HR team to further assess trackable demographic data</li> </ul>	<ul style="list-style-type: none"> <li>•Human Resources Team</li> <li>•Exec. Sr. Athletic Director, Compliance / Senior Woman Administrator</li> </ul>
Staff	<p><b>People Strategic Objective 2:</b> Develop strategies and programs to address staff retention concerns related to supervisory support and career advancement</p>	<ul style="list-style-type: none"> <li>•Staff turnover rate year-over-year</li> <li>•Staff exit survey response to questions regarding reasons for departure</li> </ul>	<ul style="list-style-type: none"> <li>•Continue to review staff exit interview data to monitor trends related to reasons for departure</li> <li>•Continue to develop tailored professional development program for mid-level and/or new managers</li> <li>•Identify actions for continued assessment and analysis of culture and climate in conjunction with internal culture working group and Athletics Leadership Team (LT)</li> <li>•Assess feasibility of implementing a professional development request process and develop a tool to track requests and measure equity</li> <li>•Assess feasibility of equity review and benchmarking with a focus on job titles,</li> </ul>	<ul style="list-style-type: none"> <li>•Human Resources Team</li> <li>•Director, Michigan Athletics Career Center (MACC)</li> <li>•Exec. Sr. Assoc. AD/Chief Operating Officer</li> <li>•Athletics DEI Leadership</li> <li>•Culture Working Group</li> </ul>

	nt		job types, compensation, and communicating transparent standards for promotion	
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**PROCESS (Promoting & Equitable & Inclusive Community)**

Key Constituency	Strategic Objective	Associated Metrics	Detailed Actions Plan (measurable, specific)	Group/person accountable
All	<p><b>Process Strategic Objective 1:</b> Re-engage staff and student-athletes in shared responsibility of fostering a culture that values diversity, equity and inclusion</p>	<ul style="list-style-type: none"> <li>•Re-establishment of Athletics DEI leadership (COO or similar title)</li> <li>•Staff and student-athlete attendance/participation in Athletics DEI-sponsored or affiliated programs and events</li> </ul>	<ul style="list-style-type: none"> <li>•Re-establish and communicate Athletics DEI leadership structure and charge with consideration given to NCAA, Big Ten Conference and U-M service commitments and recommendations</li> <li>•Continue to incorporate DEI strategic plan and updates into quarterly all-staff department meetings and volunteer/temporary staff training to increase internal awareness and individual ownership of DEI strategic plan</li> <li>•Establish consistent communication cadence across available internal channels to provide updates and information from ODEI and campus community, Big Ten Conference, and NCAA</li> <li>•In partnership with LT, Athletics DEI leadership will offer to attend at least one (1) meeting or retreat per internal unit annually to increase unit-level and individual awareness and ownership of DEI priorities</li> <li>•DEI leadership will offer to attend at least two (2) SAAC meetings per term to provide strategic plan updates and gather feedback from student-athletes</li> </ul>	<ul style="list-style-type: none"> <li>•Athletic Director</li> <li>•Athletics Leadership Team</li> <li>•Athletics DEI Leadership</li> <li>•Athletics DEI SAAC Liaison</li> </ul>
Student-Athletes	<p><b>Process Strategic Objective 2:</b> Increase engagement and</p>	<ul style="list-style-type: none"> <li>•Student-athlete survey response rate</li> <li>•Student-athlete applicants/attendees at U-M,</li> </ul>	<ul style="list-style-type: none"> <li>•Analyze survey findings from fall '23 student interest/needs assessment and present themes to staff and student-athletes by spring 2025</li> <li>•Partner with S-A leaders (e.g. SAAC, BSAS, Athlete Ally) and S-A facing units (e.g. ASP, LOT, MACC) to identify</li> </ul>	<ul style="list-style-type: none"> <li>•Exec. Sr. AD, Compliance/Senior Woman Administrator</li> <li>•Directors or DEI liaison: MACC, LDT, ASP, ACT</li> <li>•SAAC DEI liaison</li> </ul>



	participation in DEI activities, foster inclusivity and belongingness among student-athletes across multiple identities and interests	Big Ten Conference, or NCAA DEI-affiliated conferences and/or events •Student-athlete participation in student-athlete organizations and/or resource groups •Exit interview responses to questions regarding inclusive environment	strategies and best practices to promote and increase participation in student-athlete organizations, events and professional development opportunities across interests and identities •Continued S-A representation on Athletics DEI Committee •Continued staff support of student-athlete-led initiatives and activities	
All	<b>Process Strategic Objective 3:</b> Bolster support for Athletics DEI priorities through fundraising, partnership and sponsorship	•Dollars raised to support Athletics DEI priorities •Sponsor/partner activation	•Create collateral outlining priorities supported by existing Athletics DEI expendable fund •Provide monthly updates to Athletics Development team regarding DEI-affiliated activities and strategic planning progress •Partner with Athletics Development Donor Engagement & Stewardship team to draft impact report for DEI donors •Meet with LEARFIELD partners to share priorities, plans and gauge interest and opportunities with existing partners	•Athletics DEI Leadership •Athletics Development Team
All	<b>Process Strategic Objective 4:</b> Increase awareness and understanding of different cultural groups and identities,	•Staff and student-athlete attendance/participation in programs and events •Post-event survey responses gauging awareness and learning outcomes	•Continue to update and utilize calendar of daily/monthly observances, holidays, etc. •Continue to leverage available electronic platforms and physical spaces to educate, commemorate history, share stories and offer resources •Continue to host/sponsor events to acknowledge or celebrate a diverse array of observances across multiple identities (e.g. MLK Symposium, LGBTQ+ Pride games) •Continue to collaborate with External	•Athletics DEI Leadership •Exec. Assoc. AD/Chief of Staff •External Operations Leadership Team

	and celebrate diversity in culturally appropriate, meaningful ways.	<ul style="list-style-type: none"> <li>•Ticket sales, attendance and social media engagement for themed, celebratory and/or cause-related athletic events</li> </ul>	<p>Relations to brainstorm and incorporate diverse and inclusive initiatives or causes in-venue and on social media</p> <ul style="list-style-type: none"> <li>•Seek out community partners to advise and consult on culturally appropriate observance, acknowledgement and celebration</li> <li>•Assess feasibility of establishing an inclusive review team with a primary focus on external facing content</li> </ul>	
Student-Athletes	<p><b>Process Strategic Objective 5:</b></p> <p>Develop consistent, sustainable processes to collect, analyze and report student-athlete demographic and climate data.</p>	<p>Number of internal units, coaches and/or sport programs engaged</p>	<ul style="list-style-type: none"> <li>•Continue to track student-athlete demographic data and begin to share annually among student-athlete and staff constituencies as appropriate, including to help assess student experiences of climate</li> <li>•Meet with internal student-athlete facing units to gauge existing data collection methods, content, timing, analysis and reporting efforts</li> <li>•Engage coaches, student-athlete facing units and Sport Committee to better understand current data needs and uses</li> <li>•Identify units and/or personnel with which student-athlete data should be shared</li> <li>•Determine appropriate next steps for efficient data collection, analysis and reporting</li> </ul>	<ul style="list-style-type: none"> <li>•Exec. Sr. AD, Compliance/Senior Woman Administrator</li> <li>•Exec. Assoc. AD/Chief of Staff</li> <li>•Exec. Sr. Assoc. AD / Chief Health &amp; Welfare Officer</li> <li>•Athletics DEI Leadership</li> <li>•Sport Committee</li> </ul>
Staff	<p><b>Process Strategic Objective 6:</b></p> <p>Develop comprehensive onboarding program for new and existing staff to provide an equitable welcoming experience, foster a sense of</p>	<ul style="list-style-type: none"> <li>•Track progress of program development</li> <li>•Number of staff who participate in onboarding program once developed</li> </ul>	<ul style="list-style-type: none"> <li>•Complete the implementation of the Leaders and Best onboarding program with a requirement that all staff and coaches participate</li> <li>•Establish process for tracking participants</li> <li>•Develop program feedback model</li> </ul>	<ul style="list-style-type: none"> <li>•Human Resources Team</li> <li>•Exec. Sr. Assoc. AD/Chief Operating Officer</li> <li>•Exec. Assoc. AD/ Chief of Staff</li> </ul>

	belonging and to ensure that all staff have access to and working knowledge of department policies and resources.			
Staff	<p><b>Process Strategic Objective 7:</b> Foster belongingness and assess feelings of perceived value among staff</p>	<ul style="list-style-type: none"> <li>•Number of nominations for staff and team/unit awards</li> <li>•Track changes in staff responses to climate assessment questions that focus on feelings of belonging and being valued</li> </ul>	<ul style="list-style-type: none"> <li>•Continue to promote nomination process for staff awards and gratitude submissions</li> <li>•Provide support to Athletics staff resource/affinity groups and promote existing campus /community groups</li> <li>•Clarify and communicate methods of conflict resolution for staff, using the option of a skip level manager meeting for conflicts involving one's supervisor, Human Resources or the Chief of Staff</li> <li>•Collaborate with culture working group to plan future climate assessment methods and timing</li> </ul>	<ul style="list-style-type: none"> <li>•Athletics DEI leadership</li> <li>•Culture Working Group</li> <li>•Human Resources Team</li> <li>•Exec. Assoc. AD/Chief of Staff</li> </ul>

**PRODUCTS** (*Education, Scholarship & Service*)

Key Constituency	Strategic Objective	Associated Metrics	Detailed Actions Plan (measurable, specific)	Group/person accountable
All	<p><b>Products Strategic Objective 1:</b> Develop DEI reference and resource guide for student-athlete and staff use</p>	<ul style="list-style-type: none"> <li>•Track progress of resource development</li> <li>•Track number of staff and students who use the resources once developed</li> </ul>	<ul style="list-style-type: none"> <li>•Create repository of existing professional development, continuing education and self-paced learning resources from units such as ODEI and Organizational Learning and link to Athletics intranet site</li> <li>•Athletics DEI leadership will seek to meet with coaches or team-facing representatives from each program at least once annually to gauge awareness, usage and effectiveness of the guide, and to assess needs</li> </ul>	<ul style="list-style-type: none"> <li>•Athletics DEI Leadership</li> </ul>

All	<p><b>Products</b></p> <p><b>Strategic Objective 2:</b></p> <p>Assess and improve accessibility of online, in-venue content and physical spaces</p>	<ul style="list-style-type: none"> <li>•Number of findings of in-venue, web or social content lacking closed-captioning</li> <li>•Consistent usage of ALT text across departmental/team social media accounts</li> </ul>	<ul style="list-style-type: none"> <li>•In partnership with External Relations team, develop digital/electronic accessibility standards and accountability measures in alignment with University SPG 601.20</li> <li>•Continue annual check-in with COO regarding ADA compliance, signage, and inclusive spaces in existing facilities; participate in planning sessions for new building projects</li> </ul>	<ul style="list-style-type: none"> <li>•Athletics DEI Leadership</li> <li>•Exec. Sr. Assoc. AD/Chief Operating Officer</li> <li>•Exec. Assoc. AD/Chief of Staff</li> <li>•Assoc. AD, External Comm. &amp; PR</li> <li>•Asst. AD, Broadcasting &amp; Production</li> </ul>
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## Plans for Supporting, Tracking and Updating the Strategic Plan

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The Michigan Athletics Diversity, Equity and Inclusion Strategic Plan Project Managers are the key contacts for stewardship of the plan. They will be assisted by the Athletics Human Resource Director and the Athletics DEI Committee 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. It's important for us to revisit the plan so we are intentional and can ensure consistency each year. In alignment with tentative department-wide meetings, a mid-year status report on progress will be presented to all staff and student-athletes in January and a final evaluation of metrics and accomplishments against the plan, as well as recommendations will be presented in May.