

UPDATED My 30, 2024

## Ross School of Business (Michigan Ross)

Diversity, Equity, and Inclusion Strategic Plan | FY 2025

### Strategic Plan Overview

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#### 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 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:

At Michigan Ross, we champion the values of justice, equity, diversity, inclusion, belonging, and accessibility, recognizing that they foster an enriching learning and working environment, produce excellence and innovation, and empower us to make a positive impact on the world through business. We are dedicated to combating all forms of oppression – including but not limited to discrimination, racism, bias, prejudice, and sexism – by working with our faculty, staff, students, alumni, and business partners to promote a community that embodies our shared values.

Our strategic plan is grounded in the principles of equity and justice, with the goal of enhancing the experiences of our students, staff, and faculty, and their contributions to the broader community. We are committed to nurturing a sense of belongingness that enables every member of Michigan Ross to thrive. In pursuit of this objective, we are devoted to ongoing improvements in incorporating equity and inclusion into the core of our school, which is in line with evolving societal aspirations for business schools and universities. The results of our efforts will be shared transparently with our community through annual progress reports.

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

Members of the Michigan Ross Community are the primary constituency of this plan. The Michigan Ross Community consists of undergraduate and graduate students, staff, faculty, and our active alumni. The Michigan Ross DEI Team, in consultation with Michigan Ross Dean Sharon Matusik, has identified a limited number of strategic objectives to further our DEI goals. We have organized our work into three primary “pillars” that are directly aligned with the University’s distal objectives. We have identified high-impact objectives for each of the pillars that we believe will lead to outcomes that will drive positive equity-centered change for our School over the next five years.

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

## **Planning Process Used**

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### **Planning Lead(s):**

Carolyn Yoon - Associate Dean for Diversity, Equity, and Inclusion  
Thomn Bell - Director of Diversity and Inclusion, Ross Office of DEI

### **Planning Team:**

Office of DEI Staff  
Ross Staff DEI Committee  
Ross Faculty DEI Committee  
BBA DEI Committee (Students)  
Full-Time MBA DEI Committee (Students)  
Part-Time and Online MBA DEI Committee (Students)

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

Over the course of AY23-24, the Ross Office of DEI worked with several stakeholders throughout the school to implement the plan. We focused on expanding our engagement activities and held 4 major events, 9 community conversations, 4 faculty development trainings, 4 staff development trainings, several student orientation sessions, and 5 student development activities. These events broadened our reach, expanded our impact, and engaged with all our stakeholders to enhance our community’s development of our three primary DEI competencies. In addition, we worked with various recruitment/admissions teams to improve the overall diversity of programs. Specifically, we built a more collaborative relationship with our Full-Time MBA admissions team to aid in improving cohort diversity, broadly defined. Finally, we launched two key initiatives: one aimed at supporting

first-generation undergraduate students and the second to continue to invest and expand our thought leadership on equity and equitable opportunities in business and related domains. These two initiatives were strongly supported by our Dean and involved collaboration with multiple stakeholders/units throughout the School.

Now that we have a general sense of our activities, the plan moving forward will be to engage in practices to understand their impact by collecting and analyzing data to support new initiatives as well as to understand the impact of current activities and initiatives.

## Data and Analysis: Key Findings

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### Summary of Data:

We are currently developing data collection instruments to better understand the impact of our implementation of strategies regarding belonging and inclusion initiatives and to guide additional strategies, if necessary. We will be developing a short survey for students, faculty, and staff.

As it relates to our metrics regarding recruitment and retention, the Ross DEI Office worked with Human Resources to collect data on processes related to recruitment and hiring decisions. This data is being analyzed in August of 2024. The Ross DEI Office also worked with various admissions departments throughout the Ross School to baseline recruitment efforts. Specifically, our team worked with our Full-Time MBA program to understand what caused drops in the recruitment and admission of URM students, among others, during AY 23-24. The Full-Time MBA admissions team used that data drop and analysis to develop different strategies for recruitment for the AY 24-25 cohort and saw significant improvements in recruitment efforts, including the largest number of URM students in a Full-Time MBA cohort in over 10 years. These initiatives will continue as we will now add additional recruitment efforts to understand drop-offs in other areas, including gender diversity.

Finally, we saw a significant decrease in “in-class” belonging issues over the course of FY 24.

### Key Findings, Themes and Recommendations:

Findings from the review of data during FY 24 (year one) led to in-the-moment changes in the recruitment strategy, greater collaboration between the DEI and Admission teams, and permanent practices to enhance the experiences of URM students, among others. Additionally, the data review yielded a better understanding of the decrease in gender diversity in the upcoming FY 25 Full-Time MBA cohort. Currently, the Ross Office of DEI is working with the Full-Time MBA admissions team to address this decrease and has begun implementing a broadly applicable strategy to improve the intersectional diversity of students in the next cohort.

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

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The Michigan Ross Strategic Plan focuses on three primary pillars. Each pillar has two to four strategic objectives that will drive the work over the next five years.

*Pillar One: Cultivating Authentic Belonging for all members of our community*

- Create and uphold a culture of authentic belonging for faculty, staff, and students, rooted in compassion and empathy, respect and care (ethic of love)
- Develop equity-centered leadership capacity of faculty, staff, and students.

*Pillar Two: Promoting Excellence in Equity-Centered Scholarship and Education*

- Establish thought leadership in topics of diversity, equity, justice, and inclusion in academia, business, and society.
- Develop curricular integrations and supplemental co-curricular offerings focused on improving the DEI competencies of students.
- Improve equity-based teaching skills among faculty.

*Pillar Three: Improving Representation and Outcomes of Students, Staff, and Faculty with Historically Minoritized Identities*

- Increase representation and retention outcomes while improving support for all students by elevating and centering the experiences of students with historically/contemporarily minoritized identities in American society and international students.
- Elevate Ross to be an employer of choice for faculty and staff.

**Introduction:**

The Ross School of Business (Michigan Ross) plan covers students, faculty, staff, and alumni. The strategic objectives to advance 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 to be tracked over time and descriptions of the single and multiple years we will take to accomplish those objectives. For additional details 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) Ross Pillar 3**

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 STUDENTS**

***Strategic Objective 1:***

Increase representation and retention outcomes while improving support of students, particularly those with historically/contemporarily minoritized identities in American society and international students.

**Metrics:**

- Increase in applications and incoming student enrollments of individuals with historically/contemporarily minoritized identities in American society in each Ross degree program.
- Student success metrics (i.e., 4-year graduation rates, career placement rates) are at parity across all identity groups.
- High student satisfaction levels with support services

**Actions:**

- Build the Empower & Thrive Initiative to 1) strengthen the pipeline program at Ross focusing on recruiting high school students who would be the first in their families to attend college, and 2) provide access to resources, skills, and support to reduce equity gaps.

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

**GRADUATE STUDENTS**

***Strategic Objective 2:***

Increase representation and retention outcomes while improving support of students, particularly those with historically/contemporarily minoritized identities in American society and international students.

**Metrics:**

- Increased representation and retention outcomes while improving support of students, particularly those with historically/contemporarily minoritized identities in American society and international students.
- Student success metrics (i.e., degree completion rates, career placement rates) are at parity across all identity groups
- High student satisfaction levels with support services

**Actions:**

- Partner with Ross alumni to generate interest in Ross graduate degree programs through their network and professional connections
- Continue to work with graduate recruitment teams using a data-driven approach to improve efforts.

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

## **FACULTY**

### **Strategic Objective 3:**

Elevate Ross to be an employer of choice for faculty by increasing broad diversity in all phases of the recruitment process and centering equity as a framework for improving the work culture and overall cultural health.

#### **Metrics:**

- Increase broad diversity in all phases of the recruitment and hiring process with transparent data reported annually
- Reduction in # of faculty leaving Ross due to inequity issues

#### **Actions:**

- Implement practices to address faculty concerns about workload inequity including working with area chairs on equitable distribution of service loads and possible allocation of greater teaching loads for those who are unable/unwilling to provide their share of service.
- Continue to offer opportunities for faculty to engage across departments/units to enhance culture, community, and collaboration.

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

## **STAFF**

### **Strategic Objective 4:**

Elevate Ross to be an employer of choice for staff by increasing broad diversity in all phases of the recruitment process and centering equity as a framework for improving the work culture and overall cultural health.

#### **Metrics:**

- Increase in broad diversity in all phases of the recruitment and hiring process with transparent data reported annually
- Reduction in the number of staff leaving Ross due to inequity issues

#### **Actions:**

- Develop and implement focus groups to understand workload issues and if they are being addressed.
- Implement practices to address staff concerns about workload inequity, including working with area managers on equitable distribution work (for staff) of service loads and allocation
- Staff DEI committee will develop and implement 3 activities addressing work culture, agency, and job satisfaction for staff.

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

## **PROCESS (Create an Equitable and Inclusive Campus Climate) Ross Pillar 1**

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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**

### **Strategic Objective 1:**

Create and uphold a culture of authentic belonging for faculty, staff, and students, rooted in compassion and empathy, respect and care (ethic of love).

#### **Metrics:**

- Parity in satisfaction levels on climate survey for 2026 across all identity groups
- Increase in the sense of belonging for all identity groups in 2026 climate survey data
- Decrease in the types of conflicts and concerns requiring resolution while improving the frequency of resolved incidents

#### **Actions:**

- Continue to offer a minimum of three social activities (in Fall, Winter, and Summer) to foster a sense of community and belonging.
- Partner with affinity groups, staff and faculty DEI groups, and ERGs (employee resource groups) to create more robust, targeted programming offerings open to all but centering the experiences of people with historically/contemporarily minoritized identities in American Society.
- Continue to clearly communicate pathways for students, staff, and faculty for reporting concerns and conflicts for resolution.

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

## **UNDERGRADUATE STUDENTS**

### **Strategic Objective 2:**

Develop curricular integrations and supplemental co-curricular offerings focused on improving DEI competencies of students.

#### **Metrics:**

- Increase in DEI competencies and capabilities of students

#### **Actions:**

- Develop DEI content and knowledge to build student competencies across all Ross degree programs

**Primary DEI Goal:** *Equity*

**Strategic Objective 3:**

Develop equity-centered leadership capacity of students.

**Metrics:**

- Increase in DEI competencies and capabilities of students

**Actions:**

- Continue to integrate cultural intelligence (CQ) framework into student programs

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

**GRADUATE STUDENTS****Strategic Objective 4:**

Develop curricular integrations and supplemental co-curricular offerings focused on improving DEI competencies of students.

**Metrics:**

- Increase in DEI competencies and capabilities of students

**Actions:**

- Develop DEI content and knowledge to build student competencies across all Ross degree programs.
- Based on the review of syllabi data, partner with core course coordinators in the full-time MBA program to embed DEI content and knowledge in core courses.

**Primary DEI Goal:** *Equity*

**Strategic Objective 5:**

Develop equity-centered leadership capacity of students.

**Metrics:**

- Increase in DEI competencies and capabilities of students

**Actions:**

- Integrate cultural intelligence (CQ) framework into student programs
- Develop and implement a training series to enhance students' cultural competence.

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

**STAFF****Strategic Objective 6:**

Develop equity-centered leadership capacity of staff.

**Metrics:**



Increase in DEI competencies and capabilities of staff

**Actions:**

- Continue to offer Staff DEI Professional Development Program and
- Develop and offer training series to enhance cultural competence for staff. Develop and offer leadership training focused on DEI for staff that manage employees.

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

**FACULTY**

**Strategic Objective 7:**

Develop equity-centered leadership capacity of faculty.

**Metrics:**

- Increase in DEI competencies and capabilities of faculty

**Actions:**

- Develop and offer leadership training focused on DEI for the Leadership Team, Area Chairs, Executive Committee, and faculty.
- Develop and implement a training series to enhance the cultural competence of faculty.

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

**All Students**

**Strategic Objective 8:**

Fundraise private support for the Ross School of business that increase representation of, in particular, faculty, staff, and students with historically/contemporarily minoritized identities in American society.

**Metrics:**

- Increased visibility of Empower & Thrive Initiative Program and resources from donors
- Increase number of DEI related gifts specific to student experience, admissions, recruitment, and outcomes

**Actions:**

- Work with Ross Advancement team to create a gift initiative to secure long-term funding for the Empower & Thrive Initiative.
- Partner with Ross Advancement to work on DEI-based fundraising that impacts student admissions and student experience

**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 that the scholars who produce it are valued and supported.

## **FACULTY**

### **Strategic Objective 1:**

Establish thought leadership in topics of diversity, equity, justice, and inclusion in academia, business, and society.

#### **Metrics:**

- Increase in output and impact of DEI-related research and thought leadership activities by faculty and PhD students
- Increase in number of submissions and participants for annual ERC conference

#### **Actions:**

- Formalize funding initiatives of equity-focused research as part of the Equitable Opportunity Collaborative.
- Continue to offer opportunities for research collaboration and equity-focused research support through the Equitable Opportunity Collaborative.
- Organize the Equitable Opportunity Conference for the second year.

**Primary DEI Goal:** *Equity*

### **Strategic Objective 2:**

Improve equity-based teaching skills among faculty

#### **Metrics:**

- High student satisfaction levels with diversity and inclusion in courses as assessed by responses on course evaluations

#### **Actions:**

- Provide opportunities for faculty professional development with respect to teaching by creating a cycle of learning, feedback and reflection, and implementation.

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

## **Goal-related Metrics – Ross School of Business Measures Tracked Over Time (updated May 2, 2023)**

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### **School Metrics**

The categories of metrics are organized by constituency and are as follows:

## **Undergraduate Students**

### Demographic Composition:

- Headcount
- Race/ethnicity
- Sex

### Graduation Rates:

- 4-Year
- 6-Year

### Enrollment:

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

### Career Placement

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

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

## **Graduate Students**

### Demographic Composition:

- Headcount
- Race/ethnicity
- Sex

### Enrollment:

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

### Career Placement

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

- 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 (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

## **Faculty**

Demographic Composition:

- Headcount
- Race/ethnicity
- Sex
- Tenure status

Climate Survey Indicators (sample indicators listed below):

- 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

## 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
Undergraduate	Increase representation and retention outcomes while improving support of students, particularly those with historically/contemporarily minoritized identities in American society and international students.	<ul style="list-style-type: none"> <li>• Increase in applications and incoming student enrollments of individuals with historically/contemporarily minoritized identities in American society in each Ross degree program.</li> <li>• Student success metrics (i.e., degree completion rates, career placement rates) are at parity across all identity groups.</li> <li>• High student satisfaction levels with support services.</li> </ul>	<ul style="list-style-type: none"> <li>• Build the Empower &amp; Thrive Initiative to 1) strengthen the pipeline program at Ross focusing on recruiting high school students who would be the first in their families to attend college, and 2) provide access to resources, skills, and support to reduce equity gaps.</li> </ul>	Ross DEI Office and Program Offices, Ross Dean’s Office, Admissions Teams, Ross Advancement, Ross alumni
Graduate Students	Increase representation and retention outcomes while improving support of students, particularly those with	<ul style="list-style-type: none"> <li>• Increase representation and retention outcomes while improving support of students, particularly those with historically/contemporarily minoritized identities in American society in each Ross degree program.</li> </ul>	<ul style="list-style-type: none"> <li>• Partner with Ross alumni to generate interest in Ross graduate degree programs through their network and professional connections</li> <li>• Continue to work with graduate recruitment teams using a data-driven</li> </ul>	Ross DEI Office and Program Offices, Ross Dean’s Office, Admissions Teams, Ross Advancement, Ross alumni

	historically/contemporarily minoritized identities in American society and international students.	<p>temporarily minoritized identities in American society and international students.</p> <ul style="list-style-type: none"> <li>• Student success metrics (i.e., degree completion rates, career placement rates) are at parity across all identity groups.</li> <li>• High student satisfaction levels with support services.</li> </ul>	approach to improve efforts.	
Faculty	Elevate Ross to be an employer of choice for faculty by increasing broad diversity in all phases of the recruitment process and centering equity as a framework for improving the work culture and overall cultural health.	<ul style="list-style-type: none"> <li>• Increase in broad diversity in all phases of the recruitment and hiring process with transparent data reported annually</li> <li>• Reduction in # of faculty and staff leaving Ross due to inequity issues</li> </ul>	<ul style="list-style-type: none"> <li>• Implement practices to address faculty concerns about workload inequity including working with area chairs on equitable distribution work (for staff) of service loads and allocation of greater teaching loads (for faculty) for those who are unable/unwilling to provide their share of service.</li> <li>• Continue to offer opportunities for faculty to engage across departments/units to enhance culture, community, and collaboration.</li> </ul>	Ross DEI Office, Ross Leadership Team, Faculty DEI Committee, Staff DEI Committee
Staff	Elevate Ross to be an employer of choice for staff by increasing broad diversity in all phases of the recruitment	<ul style="list-style-type: none"> <li>• Increase in broad diversity in all phases of the recruitment and hiring process with transparent data reported annually</li> </ul>	<ul style="list-style-type: none"> <li>• Implement practices to address staff concerns about workload inequity including working with managers on equitable distribution work (for staff) of service loads</li> <li>• Develop and implement focus groups to understand</li> </ul>	Ross DEI Office, Ross Leadership Team, Faculty DEI Committee, Staff DEI Committee

	process and centering equity as a framework for improving the work culture and overall cultural health.	<ul style="list-style-type: none"> <li>• Reduction in number of staff leaving Ross due to inequity issues</li> </ul>	<p>workload issues and if they are being addressed.</p> <ul style="list-style-type: none"> <li>• Staff DEI committee will develop and implement 3 activities addressing work culture, agency, and job satisfaction for staff.</li> </ul>	
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### PROCESS *(Promoting & Equitable & Inclusive Community)*

Key Constituency	Strategic Objective	Associated Metrics	Detailed Actions Plan (measurable,specific)	Group/person accountable
All	Create and uphold a culture of authentic belonging for faculty, staff, and students, rooted in compassion and empathy, respect and care (ethic of love)	<ul style="list-style-type: none"> <li>• Parity in satisfaction levels on climate survey for 2026 across all identity groups.</li> <li>• Increase in sense of belonging for all identity groups in 2026 climate survey data</li> <li>• Decrease in the types of conflicts and concerns requiring resolution while improving frequency of resolved incidents</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to offer a minimum of three social activities (in Fall, Winter, and Summer) to foster a sense of community and belonging</li> <li>• Partner with affinity groups, staff and faculty DEI groups and ERGs to create more robust, targeted programming offerings centering people with minoritized identities.</li> <li>• Continue to clearly communicate pathways for students, staff, and faculty for reporting concerns and conflicts for resolution.</li> </ul>	Ross DEI Office, Ross Leadership Team, Staff and Faculty DEI Committees, Ross Human Resources
Undergraduate Students	Develop curricular integrations and supplemental co-curricular offerings focused on improving DEI	<ul style="list-style-type: none"> <li>• Increase in DEI competencies and capabilities of students</li> </ul>	<ul style="list-style-type: none"> <li>• Develop DEI content and knowledge to build student competencies across all Ross degree programs</li> </ul>	Ross DEI Office, Dean’s Office, Associate Deans of Undergraduate Programs, Associate Dean of Graduate Programs,



	competencies of students			Faculty/Dept. Chairs
Graduate Students	Develop curricular integrations and supplemental co-curricular offerings focused on improving DEI competencies of students	<ul style="list-style-type: none"> <li>• Increase in DEI competencies and capabilities of students</li> </ul>	<ul style="list-style-type: none"> <li>• Develop DEI content and knowledge to build student competencies across all Ross degree programs.</li> <li>• Based on the review of syllabi data, and partner with core course coordinators in the full-time MBA program to embed DEI content and knowledge in core courses.</li> </ul>	Ross DEI Office, Dean's Office, Associate Deans of Undergraduate Programs, Associate Dean of Graduate Programs, Faculty/Dept. Chairs

Undergraduate Students	Develop equity-centered leadership capacity of students	<ul style="list-style-type: none"> <li>• Increase in DEI competencies and capabilities of students</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to integrate cultural intelligence (CQ) framework into student programs</li> </ul>	Ross DEI Office, Program Offices
Graduate Students	Develop equity-centered leadership capacity of students	<ul style="list-style-type: none"> <li>• Increase in DEI competencies and capabilities of students</li> </ul>	<ul style="list-style-type: none"> <li>• Integrate cultural intelligence (CQ) framework into student programs.</li> <li>• Develop and implement training series to enhance students' cultural competence</li> </ul>	Ross DEI Office, Program Offices
Staff	Develop equity-centered leadership capacity of staff.	<ul style="list-style-type: none"> <li>• Increase in DEI competencies and capabilities of staff</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to offer Staff DEI Professional Development Program and develop and offer training series to enhance cultural competence for staff.</li> <li>• Develop and offer leadership training focused on DEI for staff that manage employees.</li> </ul>	Ross DEI Office, Dean's Office, Ross Leadership Team, Area Chairs, and Managers
Faculty	Develop equity-centered leadership capacity of faculty.	<ul style="list-style-type: none"> <li>• Increase in DEI competencies and capabilities of faculty</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and implement a training series to enhance cultural competence for faculty.</li> <li>• Develop and offer leadership training focused on DEI for Leadership Team, Area Chairs, Executive Committee,</li> </ul>	Ross DEI Office, Dean's Office, Ross Leadership Team, Area Chairs, and Managers

			and faculty.	
All Students	Fundraise private support for the Ross School of business that increase representation of, in particular, faculty, staff, and students with historically/contemporarily minoritized identities in American society.	<ul style="list-style-type: none"> <li>• Increased visibility of Empower &amp; Thrive Initiative program and resources from donors</li> <li>• Increase number of DEI related gifts specific to student experience, admissions, recruitment, and outcomes</li> </ul>	<ul style="list-style-type: none"> <li>• Work with Ross Advancement team to create a gift initiative to secure long-term funding for the Empower &amp; Thrive Initiative.</li> <li>• Partner with Ross Advancement to work on DEI-based fundraising that impacts student admissions and student experience</li> </ul>	Ross Advancement, Dean's Office

**PRODUCTS (Education, Scholarship & Service) Ross Pillar 2**

Key Constituency	Strategic Objective	Associated Metrics	Detailed Actions Plan (measurable,specific)	Group/person accountable
Faculty	Establish thought leadership in topics of diversity, equity, justice, and inclusion in academia, business, and society	<ul style="list-style-type: none"> <li>• Increase in output and impact of DEI-related research and thought leadership activities by faculty and PhD students</li> <li>• Increase in number of submissions and participants for annual ERC conference</li> </ul>	<ul style="list-style-type: none"> <li>• Formalize funding initiatives of equity-focused research as part of the Equitable Opportunity Collaborative.</li> <li>• Continue to offer opportunities for research collaboration and equity focused research support through the Equitable Opportunity Collaborative.</li> <li>• Organize the Equitable Opportunity Conference for the second year.</li> </ul>	Ross DEI Office, Dean's Office, Faculty DEI Committee, EO Lab Scholars and Fellows
Faculty	Improve equity-based teaching	<ul style="list-style-type: none"> <li>• High student satisfaction levels</li> </ul>	<ul style="list-style-type: none"> <li>• Provide opportunities for faculty professional</li> </ul>	Ross DEI Office, Dean's Office, Senior

	skills among faculty	with diversity and inclusion in courses as assessed by responses on course evaluations	development with respect to teaching by creating a cycle of learning, feedback and reflection, and implementation.	Associate Dean, Ross Leadership Team
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## Plans for Supporting, Tracking and Updating the Strategic Plan

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The Ross School of Business (Michigan Ross) Associate Dean for Diversity, Equity and Inclusion and the Director for Diversity and Inclusion are the key contacts for stewardship of the plan. They will be assisted by critical stakeholders throughout the school (Ross HR, various DEI Committees, and the Dean’s Office) in tracking and supporting the plan implementation.

The Ross DEI Office will conduct an annual review of the plan with all relevant constituencies and gather feedback and additional ideas to be implemented throughout the year. The Associate Dean for DEI and the Director of Diversity and Inclusion will report, provide regular progress reports, and present recommendations for additional action/objectives to the School’s Leadership Team in April of each year. They will provide a final evaluation of the plan that includes metrics and outcomes.

The Ross DEI Office will provide an annual report, which will be made available on the Ross DEI website and communicated to main stakeholders in June of each year.