

Student Life

Diversity, Equity, and Inclusion

Strategic Plan 2.0 | FY 2025, Year 2

Strategic Plan Overview

Rationale (Mission, Vision, and Values of Student Life)

Student Life's contributions to the University of Michigan's diversity, equity, and inclusion strategic efforts are broad and multifaceted. Our sphere of influence is both (1) campus-wide, through our institutional role with campus partners to serve all students; and (2) internal to Student Life, through our role as an organizational employer (for staff and student employees). Across our 26 units, we work collectively to facilitate student learning and the development of the whole student and to cultivate a diverse and inclusive campus community. Through our services, programs, resources, facilities, and partnerships, we provide opportunities for students' transformation and enrich their education. We strive to instill skills and qualities in students and our staff team that build a more diverse, equitable, and inclusive community and provide a foundation for ongoing learning. Creating and maintaining respectful and welcoming environments for all to live, learn, work, and thrive is a priority at the University of Michigan. Student Life's intentional and robust experiences serve undergraduate, graduate, and professional students and provide spaces for learning and practice.

Goals (Diversity, Equity, and Inclusion)

Diversity – We commit to increasing diversity, 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.

Key Strategies and Constituencies

Student Life’s DEI lead team, supported by senior leadership, has identified a limited number of strategic objectives to further university-wide goals for DEI 2.0. These have been aggregated into the three distal objectives (people, processes, and products) determined by the university. Each of these strategic objectives is accompanied by outcome metrics that will be tracked over time, as well as descriptions of single- and, in some cases, multiple-year actions Student Life 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:

Team Membership

Executive Sponsor

- Martino Harmon, Vice President for Student Life

Cabinet Sponsors

- Anjali Anturkar, Associate Vice President
- Laura Blake Jones, Associate Vice President and Dean of Students
- Rob Ernst, Associate Vice President and Chief Health Officer
- Nick Kaleba, Senior Director of Strategic Communications and Marketing
- Kambiz Khalili, Associate Vice President
- Will Sherry, Director of Strategic Initiatives
- Connie Tingson Gatz, Associate Vice President

DEI Lead Team

- Nadia Bazy, Director of Multi-Ethnic Student Affairs
- Jaime Cox, Director of Student Life Human Resources
- Gizem Kestly, DEI Project Manager
- Will Sherry, Director of Strategic Initiatives
- Janel Sutkus, Director of Student Life Research

DEI 2.0 Actions Leads (co-created Year 2 actions)

- All DEI 2.0 Action Leads - *see Action Planning Table*

Communications and Administrative Support

- Heather Guenther, Communications Director

- Kaden Hyvonen, Senior Administrative Assistant
- Isabella Loveland, Marketing and Communications Strategist

Implementation Highlights & Planning Process

Student Life has engaged in numerous activities aimed at promoting diversity, equity, and inclusion (DEI) across our division. Examples of these activities include professional development opportunities, focus groups, surveys, training sessions, strategic meetings, and engagement forums addressing various aspects of our DEI initiatives. Throughout these activities, the emphasis has been on the inclusion, support, and education of our many diverse stakeholders and using feedback for improvements throughout our people, process, and product initiatives.

Diversity, equity, and inclusion are core values within Student Life and central to the mission of many of our units and programs. Stakeholder engagement occurs every day, with the examples below providing only a snapshot of the extensive efforts across the division to integrate DEI principles into our operational fabric and culture.

- Input Seeking
 - Unit climate assessments including shadowing, interviews, focus groups
 - Stakeholder participation in search processes
 - Divisional recruitment and hiring survey to gather unit and department best practices
 - Student organization leaders survey to understand financial barriers to programming
 - DEI webpage idea generation session to inform new online information hub
 - Partnered with CSG to host a fireside chat with institutional leaders
 - Gathered feedback on the DEI 2.0 strategic plan at Student Advisory Board meetings
- Information Gathering
 - Conducted an inventory of student employee engagement practices around onboarding, training, supervision
 - Finalized a divisional inventory of requestable social justice and intercultural development workshops
 - Benchmarked best practices in Student Affairs DEI programming and processes
 - Compiled existing research on marginalized student experiences
- Information Sharing, Training & Education
 - Instituted monthly DEI Action Leads Meetings
 - Held Monthly Sponsor Meetings
 - Delivered Diversity and Inclusion Professional Development Workshop Series
 - Hosted the first Inclusive Space Summit
 - Partnered in delivering the DEI 2.0 Launch Celebration

Data and Analysis: Key Findings

Key Findings, Themes, and Recommendations from DEI 2.0 Year 2:

Some key takeaways from engagement efforts in Year 1 include coordinating and partnering to honor stakeholder time and enhance our ability to make the most of what is learned. Looking forward, we will be utilizing existing feedback loops throughout the division in more strategic ways and continuing to explore new avenues and opportunities that create pathways for all stakeholders to contribute in meaningful ways to DEI in Student Life.

The main themes below paint a picture of a comprehensive and multi-faceted approach to advancing DEI within the organization.

- **Capacity Building:** We created new roles and positions, such as DEI leads, which indicates a theme of investing in human resources to build capacity for DEI work. The creation of new roles such as the DEI HR Lead and the development of recruitment processes and communication strategies demonstrate a focus on systemic changes to improve recruitment and hiring with an emphasis on DEI principles.
- **Organizational Support and Leadership:** Support from Student Life leadership and the existence of a robust DEI infrastructure in Student Life is critical for the implementation of DEI strategies.
- **Collaboration and Communication:** Collaborations between various committees, staff, and departments, led to cross-functional partnerships and communication that were foundational for advancing DEI efforts.
- **Resource Allocation and Support:** Although funding was not consistent across actions, those actions that received pilot funds and/or made use of existing structures and resources were able to make more substantial progress, which underscores the necessity of sustainable funding.
- **Infrastructure and Systems Support:** Created new infrastructure for Student Life including DEI Lead Meetings, the implementation of a Trello Project Management system, Project Management support for complex actions, use of a shared Google Drive and email listserv, action check in meetings, Cabinet Sponsor meetings, and weekly Student Life Implementation Leads meetings.

In Year 1 of Student Life's DEI strategic plan, the division faced several challenges impacting plan implementation:

- **Unexpected Priorities:** As a campus we found ourselves navigating the unpredictable and intricate challenges of managing campus climate issues. These emerging priorities required immediate attention, at times overshadowing planned tasks and

projects This juggling act showcased the adaptability of Student Life but also underscored the delicate balance between maintaining everyday functions and responding to pressing campus-wide issues.

- **Capacity and Resource Limitations:** High turnover, staff transitions, and complex roles strained resources, with limited staffing and outdated technology hindering efficient unit and divisional operations. Further, our staff leads are engaged in DEI 2.0 strategic work alongside their role requirements and job responsibilities.
- **Structural and Organizational Challenges:** Creating and maintaining equitable experiences is complicated by decentralized decision-making, our diverse and complex workforce, and a wide scope of operational requirements within the division.
- **Implementation Delays:** The lack of progress on intended new enterprise-wide systems and processes halted progress.

Revisiting Key Findings, Themes, and Recommendations from our Planning Year:

Our robust student and staff data collection, research, and engagement revealed clear themes in individual needs and surfaced opportunities for investing in organizational development efforts. Students provided insights on inequities across the institution, how and where students are cultivating a sense of belonging, and critical educational opportunities that have been instrumental in their growth and development. Staff provided insights on organizational challenges, necessary culture change, and human resource considerations.

Key Findings (Staff)

Our key takeaway from the staff climate survey was that for many of the constructs measured, Student Life staff had less favorable responses than all U-M staff and less favorable responses than Student Life staff in 2017. Of note, although Student Life staff engaged in DEI-related activities at greater rates than U-M staff, they were satisfied at lesser rates than U-M staff with DEI progress overall and within their work unit, and lesser proportions of them believed the climate was better in 2021, both overall and within their work unit. In addition, Student Life staff in 2021 experienced discrimination of any form at greater rates than all U-M staff, particularly among women and BIPOC staff. Finally, Student Life staff described themselves as less physically and mentally healthy, less satisfied with their lives, and more adversely affected by COVID-19 than all U-M staff.

Key Findings (Students)

To share key takeaways with Student Life leaders, the *Ten Things Student Life Staff Should Know about the Student Results from the 2021 Campus Climate Survey* slide deck was created and presented across all four of our Communities of Practice. Overall, our key takeaway from the student climate survey results was that where comparisons exist, students overall in 2021 reported less positive experiences than students in 2016. For a few constructs, we noted less positive experiences for disabled, Latinx, and LGBTQ+ students

than their peers. However, Black students had less positive experiences than White students (and sometimes other races) on every construct measured, even though they engaged in a greater number and type of DEI activities than Asian, Latinx, and White students.

Insights on Opportunities for Organizational Change

The following insights on Student Life’s organizational opportunities represent key takeaways from all data gathered and assessed.

- Create innovative solutions for complex human resources and financial challenges
- Cultivate equitable student experiences through advancements to our programs, practices, policies, and systems
- Align institutional priorities to identify and steward collective goals and strategies
- Advance equitable models for deepening curricular and co-curricular partnerships
- Work collaboratively alongside stakeholders to advance change

Strategic Objectives, Measures of Success, and Action Plans*

Introduction

The Student Life plan covers undergraduate, graduate, and professional students as well as our Student Life staff and student employees. 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 we will track over time, as well as descriptions of single- and multiple-year actions 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, and 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.

➤ **Strategic Objective 1: Recruitment and Hiring Strategies**

Assess, further develop, and embed recruitment and hiring strategies designed to attract broadly diverse candidates throughout the division.

Constituencies: Staff

Metrics:

- Outputs: Resources for best practices; Educational opportunities; Prioritization process; Engagement in UHR Talent Acquisition process; Report of identified needs

and potential strategies; Distribution of recruitment strategies

- Outcomes: Greater awareness of effective strategies and best practices among staff responsible for hiring; Expanded use of effective strategies and best practices among staff responsible for hiring

Actions:

- a. Implement and communicate top recommendations and observations based on the data gathered in Year 1 for effective strategies to advance staff recruitment.
- b. Develop and implement a cohesive prioritization strategy to select specific jobs for full cycle recruiting support from UHR TA, utilizing their inclusive skill-based best practices; explore partnership opportunities with them for other pilot opportunities.
- c. Conduct analysis of available candidate pool diversity data with key university stakeholders, and develop recruiting strategies, including education and communication, in alignment with identified areas of need

Primary DEI Goal: Diversity

➤ **Strategic Objective 2: Workplace Culture**

Foster a workplace culture that not only embraces diversity, equity, and inclusion (DEI) but integrates these values into everyday policies and practices to create an environment in which staff feel supported, valued, and empowered.

Constituencies: Staff

Metrics:

- Outputs: Report on best practices; Recommendations for Year 3; Community of support; Staff affinity spaces (open to all); Resources for best practices; Repository for divisional DEI training opportunities; Standardize a framework that supports strengthening DEI; Infrastructure across the division; Coaching sessions with pilot group; 7 DEI staff class sections offered; Creation of DEI staff competencies; Centralized training for Student Life staff; Reporting structure and process that will support unit and leadership understanding of climate results and support the creation of strategies for implementing change; Group residencies; Individual coaching sessions; Implementation plan; Pilot of career path programs
- Outcomes: Increased awareness among new and existing staff of resources, support, and professional development opportunities; Increased engagement among staff in divisional input-seeking processes; Greater professional staff attention to multiple aspects of student staff engagement (onboarding, training and development, recognition and appreciation, and feedback mechanisms)

Actions:

- a. Identify effective practices being used throughout the division to introduce and onboard new staff to our organization, campus, and wider community and develop a structure that ensures equitable and consistent preparation, acclimation and integration experiences for all new staff.
- b. Increase opportunities for staff to build community around shared experiences and interests for the purpose of networking and building community.
- c. Develop and convene a DEI Community of Practice for Student Life staff to advance the practice of DEI work and skill building across the division.

- d. Invest in the learning and development of our staff teams through the creation of DEI competencies, a supervisor coaching and training pilot focused on mid-managers, and the expansion of our Fundamentals of DEI Staff Class.
- e. Complete analysis of data collected during Years 1 and 2 of the unit-based climate study. Create a strategy for reporting unit-based findings to unit leaders, divisional themes to leadership, and targeted results to relevant units or staff, where applicable.
- f. Build Cabinet capacity to encourage staff engagement through enhanced organizational leadership activities.
- g. Review recommendations from Student Staff Engagement Report, determine the implementation plan, and begin to implement phase 1 recommendations.
- h. Create more career advancement opportunities for staff to learn about and experience other types of work in the Division and have access to leaders who might expose them to different career paths through piloting Job Shadowing, Coaching Circles, and Micro-Internships.

Primary DEI Goal: Inclusion

➤ **Strategic Objective 3: Salary Assessment & Transparency**

Evaluate aspects of compensation based on critical needs, while increasing knowledge sharing and education to further transparency in the division.

Constituencies: Staff

Metrics:

- Outputs: Educational module; Strategy for sustained communication
- Outcomes: Increased understanding among staff of the division's compensation philosophy and key drivers.

Actions:

1. Increased understanding among staff of the division's compensation philosophy and key drivers.
2. Evaluate potential adjustments to the compensation model for lowest-paid salary bands.

Primary DEI Goal: Equity

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.

➤ **Strategic Objective 4: Community Building**

Cultivate an inclusive community that fosters a sense of belonging and enhances students' engagement with one another and with campus, local, and national resources.

Constituencies: Graduate and Undergraduate Students

Metrics:

- Outputs: Enhanced programs in Housing D & I office; Increased marketing and communication materials; specifically building on the You Belong Here BEE the Michigan Difference; Mini-grant scope and processes; Existing program expansion; New programming; Conference hosting and attendance
- Outcomes: Broad awareness of DEI resources among all incoming students; Increased confidence among incoming students in their ability to locate and access resources; High sense of belonging among all incoming students, particularly those in previously unserved populations

Actions:

- a. Support first-year students' knowledge and access to DEI resources, through programming and a Housing campaign that introduces them to DEI resources, including cultural and identity-based units and student organizations, and inclusive events and spaces.
- b. Develop and implement mini-grants for student-designed opportunities for underserved students focused on increasing connection and feeling belonging.
- c. Develop pathways for students reporting low levels of belonging, to build community with other students regionally and nationally.

Primary DEI Goal: Inclusion

➤ **Strategic Objective 5: Equitable Access**

Increase equitable access to campus resources, places, people, systems, and opportunities through community-driven solutions to systemic issues.

Constituencies: Graduate and Undergraduate Students

Metrics:

- Outputs: Definitions for key equity-related terms; Assessment results; Change processes
- Outcomes: Greater staff awareness of the operational components of equity-based concepts; Increased ability of student organizations to access funding sources; Better ability among student organizations to achieve their missions due to fewer financial system barriers

Actions:

- a. Finalize definitions and develop guidance to operationalize key equity-related terms and assess the current state across the divisional work.
- b. Operationalize recommendations for policy, process, and/or systems changes inclusive of more streamlined and accessible financial systems for student organizations.
- c. Evaluate potential adjustments to the compensation model for lowest-paid salary bands.

Primary DEI Goal: Equity

➤ **Strategic Objective 6: Support and Advocacy**

Support individuals and organizations navigating challenges associated with campus climate through increased capacity of existing initiatives and work teams.

Constituencies: Students and Staff

Metrics:

- **Outputs:** Increased capacity; Prioritization system; Communication plan; Institute delivery model; Conflict learning labs; New partners; Conflict resolution partners' network
- **Outcomes:** Greater ability to support student and student communities dealing with campus climate challenges; Broader understanding among students of the Student Life decision-making process related to stated needs of specific student populations; Increased competency and use of conflict resolution tools beyond Student Life

Actions:

- a. Increase capacity through the Dean of Students Office to meet the needs of individual students and communities experiencing challenges associated with the campus climate.
- b. Centralized tracking of identified student needs specific to Student Life and subsequent sustained efforts to implement change to address those needs.
- c. Expand and improve the Adaptable Conflict Resolution Partners program to include a wider set of tools such as restorative circle facilitation, modifications to the scope and delivery platform of conflict skills training, and a tiered model of educational offerings.

Primary DEI Goal: Equity

➤ **Strategic Objective 7: DEI Knowledge and Skill Building**

Increase opportunities for students to build their skills and commitment for advancing diversity, equity, and inclusion across personal, academic, and professional contexts.

Constituencies: Students

Metrics:

- **Outputs:** Communications plan and materials; Online course implementation plan; 35 students participate in Culture Connect pilot module program; Conduct feedback sessions on how the modules should be adapted to support M housing residents and student leaders learning needs; Staff and students are trained in coaching model; Year-end report on pilot results; Divisional Pathways map; Pathways survey pilot implementation
- **Outcomes:** Increased requests for our SJ/ID educational offerings among students, staff, and faculty; Increased participation in leadership coaching training among students

Actions:

- a. Development and delivery of a communications plan specific to increasing student engagement with requestable social justice and intercultural development offerings inside and outside of the classroom.
- b. Develop an annual training program on anti-discrimination and harassment education for incoming students to launch by the summer of 2025.
- c. Enhance student staff skills across the division through a Culture Connect partnership

- pilot program with M Housing first-year residents and student leaders.
- d. Engage in a year 2 pilot of MLEAD's leadership coaching to student organization leaders and student staff through Impact Initiative.
- e. Map learning outcomes related to Pathways for Civic Engagement to our current divisional programming and develop a plan for understanding growth opportunities.

Primary DEI Goal: Inclusion

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.

➤ **Strategic Objective 8: Inclusive and Accessible Spaces**

Enhance staff and students' sense of belonging by increasing the presence of and access to affirming, accessible, and inclusive physical spaces on campus.

Constituencies: Students and Staff

Metrics:

- **Outputs:** Collected student feedback used to update three multicultural lounges designed to support greater use and accessibility for students; Creation of partnerships between Housing Diversity and Inclusion and academic units; Accessibility guides for residential communities and apartments; Review accommodation process for students with dietary health conditions and allergies; Resources for students with religious observance accommodations; Finalized design plans and engagement with NPHC Plots/Plaza taskforce; Report of student input on how to design and optimize the space to increase a sense of belonging and user access for the MGC community.
- **Outcomes:** Increased use of our community spaces by students, staff, and faculty; Increased belief among students that our residence halls and other community spaces are affirming, accessible, and inclusive; Increased sense of belonging among all students, particularly those in marginalized communities

Actions:

- a. Update approximately 3-4 Multicultural Lounges to support increased access and useability. Identify and build relationships with academic and co-curricular units to increase usage of the multicultural lounges and their curricula.
- b. Transition M Housing health and disability accommodations from a transactional process to an engaged student-centered model.
- c. Seek student and alumni feedback on Culturally Based Fraternal Organizations (CBFOs) visibility Initiatives. These include construction and renovation projects and the FSL Inclusive History Project, designed to create a sense of belonging for marginalized students.

Primary DEI Goal: Inclusion

➤ **Strategic Objective 9: Equitable Early Momentum for Student Success**

Operationalize the Student Life mission of providing a transformative student experience by creating a framework for equitable early momentum for a successful undergraduate student experience.

Constituents: Undergraduate Students

Metrics:

- Outputs: Metrics that can be used to determine the level of successful student experience among undergraduates; Report describing current level of holistic support and coordination within student life; Recommendations for creating systems and resources that will support coordination across units.
- Outcomes: Increased staff awareness of SL's unique contributions to overall student success; Better understanding among staff of the ecosystem approach to student success

Actions:

- a. Aligned with the university's approach to early momentum for student academic success, engage divisional experts in development of a set of metrics that will demonstrate a successful student experience.
- b. Using the Ecological Validation Model of Student Success (Hallett, et al, 2021), assess our divisional approach to coordination across model contexts in validating students, their experiences, and their identities.

Primary DEI Goal: Equity

➤ **Strategic Objective 10: Strengthening our Engagement and Infrastructure**

Infuse partnership, assessment, accountability and support for DEI at all levels of the organization.

Constituencies: Students and Staff

Metrics:

- Outputs: DEI webpage updates (phase 1); Multi-year communications plan; DEI communications position description; Additional part-time staff or graduate student; Develop mechanism to allow units to opt in programs, events, and resources for inclusion on the DEI website; Health and well-being goals and metrics 1-2 additional pilot groups; Re-designed and new teams; DEI Liaisons; Portfolio and unit meetings; Scan of current feedback loops; Strategy for enhancements; Report with recommendations
- Outcomes: Greater awareness among staff of collective goals across initiatives and opportunities to work collaboratively; Increased embrace among staff of collective impact as a model for change on campus; Greater feeling of support among staff for developing and delivering unit-level DEI work; Broader use of student input and feedback in developing unit and divisional work

Actions:

- a. Implement Phase 2 of a strategic communications plan for Student Life DEI 2.0, including piloting a term-limited part-time DEI communications focused position.
- b. Develop DEI unit and portfolio-level goals and metrics that enhance strategic alignment, accountability mechanisms, and aid in decision-making throughout the

division.

- c. Refine DEI infrastructure to build capacity for DEI work and support a collective approach to divisional DEI goals.
- d. Develop and implement a strategy for student feedback loops that centers existing community-driven spaces and voices of students on the margins.
- e. Pilot the Leading for Equity Initiative with a subset of Student Life leaders including a report with recommendations for advancing the initiative in Year 3.

Primary DEI Goal: Inclusion

➤ **Strategic Objective 11: DEI Fundraising Priorities**

Work in partnership with the Office of University Development to further develop our DEI fundraising priorities and report out on the priority gift fund names, fundraising goals, and the potential impact of securing this funding.

Constituencies: Students and Staff

Metrics:

- **Outputs:** Bi-annual meetings, Identification and communication of DEI fundraising goals for Y2
- **Outcomes:** Increased awareness among the leadership of our divisional DEI fundraising priorities, Increased awareness among the division and involvement from leaders on our DEI fundraising priorities, increased funding through fundraising for named DEI priorities.

Actions:

- a Student Life VP, AVP over Student Life Budget & Finance, Director of Strategic Initiatives for Student Life, and Executive Director of Parent & Family Giving and Student Life meet bi-annually to discuss DEI fundraising goals.

Primary DEI Goal: Inclusion

Goal-related Metrics – Student Life Measures Tracked Over Time

Student Life Staff Metrics

Staff Demographic Headcount

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

Staff Climate Survey Indicators (sample indicators listed below):

- Satisfaction with unit climate/environment 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*)

Objective 1: Recruitment and Hiring Strategies		
Assess, further develop, and embed recruitment and hiring strategies designed to attract diverse candidates throughout the division.		
Metrics	Actions (Year 2)	Accountable
<p>Outputs (Year 2)</p> <ul style="list-style-type: none"> • Resources for best practices • Educational opportunities • Prioritization process • Engagement in UHR Talent Acquisition process • Report of identified needs and potential strategies • Distribution of recruitment strategies <p>Outcomes: Greater awareness of effective strategies and best practices among staff responsible for hiring</p> <p>Expanded use of effective strategies and best practices among staff responsible for hiring</p>	<p>a. Implement and communicate top recommendations and observations based on the data gathered in Year 1 for effective strategies to advance staff recruitment.</p>	<p><u>Action Lead</u> Shana Schoem</p> <p><u>Action Sponsor</u> Jaime Cox</p>
	<p>b. Develop and implement a cohesive prioritization strategy to select specific jobs for full cycle recruiting support from UHR TA, utilizing their inclusive skill-based best practices; explore partnership opportunities with them for other pilot opportunities.</p>	<p><u>Action Lead</u> Shana Schoem, Rob Abid</p> <p><u>Action Sponsor</u> Jaime Cox</p>
	<p>c. Conduct analysis of available candidate pool diversity data with key university stakeholders, and develop recruiting strategies, including education and communication, in alignment with identified areas of need.</p>	<p><u>Action Lead</u> Shana Schoem</p> <p><u>Action Sponsor</u> Jaime Cox</p>

Objective 2: Workplace Culture

Foster a workplace culture that not only embraces diversity, equity, and inclusion (DEI) but integrates these values into everyday policies and practices to create an environment in which staff feel supported, valued, and empowered.

Metrics	Actions (Year 2)	Accountable
<p>Outputs (Year 2)</p> <ul style="list-style-type: none"> • Report on best practices • Recommendations for Year 3 • Community of support • Staff affinity spaces (open to all) • Resources for best practices • Repository for divisional DEI training opportunities • Standardize a framework that supports strengthening DEI Infrastructure across the division • Coaching sessions with pilot group • 7 DEI staff class sections offered • Creation of DEI staff competencies • Centralized training for Student Life staff • Reporting structure and process that will support unit and leadership understanding of climate results. • Unit-based action plans and results of plan implementation. • Group residencies • Individual coaching sessions • Implementation plan • Pilot programs for career paths <p>Outcomes: Increased awareness among new and existing staff of resources, support, and professional development opportunities</p>	<p>a. Identify effective practices being used throughout the division to introduce and onboard new staff to our organization, campus, and wider community and develop a structure that ensures equitable and consistent preparation, acclimation and integration experiences for all new staff.</p>	<p><u>Action Lead</u> Rob Abid</p> <p><u>Action Sponsor(s)</u> Jaime Cox</p>
	<p>b. Increase opportunities for staff to build community around shared experiences and interests for the purpose of networking and building community.</p>	<p><u>Action Lead</u> Rob Abid</p> <p><u>Action Sponsor</u> Anita Bohn</p>
	<p>c. Develop and convene a DEI Community of Practice for Student Life staff to advance the practice of DEI work and skill building across the division.</p>	<p><u>Action Lead</u> Holly Rodden, Shana Schoem</p> <p><u>Action Sponsor</u> Amanda McLittle Jaime Cox</p>
	<p>d. Invest in the learning and development of our staff teams through the creation of DEI competencies, a supervisor coaching and training pilot focused on mid-managers, and the expansion of our Fundamentals of DEI Staff Class.</p>	<p><u>Action Lead</u> Holly Rodden</p> <p><u>Action Sponsor</u> Amanda McLittle</p>
	<p>e. Complete analysis of data collected during Years 1 and 2 of the unit-based climate study. Create strategy for reporting unit-based findings to unit leaders, divisional themes to leadership, and targeted results to relevant units or staff, where applicable.</p>	<p><u>Action Lead</u> Wendy Lawrence</p> <p><u>Action Sponsor</u> Janel Sutkus</p>

<p>Increased engagement among staff in divisional input-seeking processes</p> <p>Greater professional staff attention to multiple aspects of student staff engagement (onboarding, training and development, recognition and appreciation, and feedback mechanisms)</p>	<p>f. Build Cabinet capacity to encourage staff engagement through enhanced organizational leadership activities.</p>	<p><u>Action Lead</u> Anita Bohn</p> <p><u>Action Sponsor</u> Martino Harmon</p>
	<p>g. Review recommendations from Student Staff Engagement Report, determine implementation plan, and begin to implement phase 1 recommendations.</p>	<p><u>Action Lead</u> Gizem Kestly</p> <p><u>Action Sponsor</u> Susan Pile</p>
	<p>h. Create more career advancement opportunities where staff can learn about and experience other types of work in the Division and have access to leaders who might expose them to different career paths through piloting Job Shadowing, Coaching Circles, and Micro-Internships.</p>	<p><u>Action Lead</u> Anita Bohn Rob Abid</p> <p><u>Action Sponsor</u> Will Sherry</p>

<p>Objective 3: Salary Assessment & Transparency</p> <p>Evaluate aspects of compensation based on critical needs, while increasing knowledge sharing and education to further transparency in the division.</p>		
Metrics	Actions (Year 2)	Accountable
<p>Outputs (Year 2)</p> <ul style="list-style-type: none"> Educational module Strategy for sustained communication Completed adjustments 	<p>a. Enhance transparency of the Student Life compensation model by developing and distributing an educational module, assess reactions and understanding, and develop a sustainable implementation strategy for communication.</p>	<p><u>Action Lead</u> Jaime Cox</p> <p><u>Action Sponsor</u> Anjali Anturkar</p>

<p>Outcomes Increased understanding among staff of the division's compensation philosophy and key drivers.</p>	<p>b. Evaluate potential adjustments to compensation model for lowest-paid salary bands.</p>	<p><u>Action Lead</u> Yin Thai</p> <p><u>Action Sponsor</u> Jaime Cox</p>
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Process (Promoting an Equitable & Inclusive Community)

<p>Objective 4: Community Building Cultivate an inclusive community that fosters a sense of belonging and enhances students' engagement with one another and with campus, local, and national resources.</p>		
Metrics	Actions (Year 2)	Accountable
<p>Outputs (Year 2)</p> <ul style="list-style-type: none"> Enhanced programs in Housing D & I Office Increased marketing and communication materials; specifically building on the You Belong Here BEE the Michigan Difference Mini-grant scope and processes Existing program expansion New programming Conference hosting and attendance <p>Outcomes Broad awareness of DEI resources among all incoming students</p> <p>Increased confidence among incoming students in their ability to locate and access resources</p> <p>High sense of belonging among all incoming students, particularly those in previously unserved populations</p>	<p>a. Support first year students' knowledge and access to DEI resources, through programming and a Housing campaign that introduces them to DEI resources, including cultural and identity-based units and student organizations, and inclusive events and spaces.</p>	<p><u>Action Lead</u> Shira Covington</p> <p><u>Action Sponsor</u> Amanda McLittle</p>
	<p>b. Develop and implement a fund for emerging programming needs focused on impacts from the campus climate focused on increasing connection and feeling belonging.</p>	<p><u>Action Lead</u> Gizem Kestly</p> <p><u>Action Sponsor</u> Will Sherry</p>
	<p>c. Develop pathways for students reporting low levels of belonging, to build community with other students regionally and nationally.</p>	<p><u>Action Lead</u> Krishna Han</p> <p><u>Action Sponsor</u> Nadia Bazzy</p>

Objective 5: Equitable Access

Increase equitable access to campus resources, places, people, systems, and opportunities through community-driven solutions to systemic issues.

Metrics	Actions (Year 2)	Accountable
<p>Outputs (Year 2)</p> <ul style="list-style-type: none"> • Definitions for key equity-related terms • Assessment results • Change processes <p>Outcomes</p> <p>Greater staff awareness of the operational components of equity-based concepts</p> <p>Increased ability of student organizations to access funding sources</p> <p>Better ability among student organizations to achieve their missions due to fewer financial system barriers</p>	<p>a. Finalize definitions and develop guidance to operationalize key equity-related terms, assess current state across the divisional work.</p>	<p><u>Action Lead</u> Gizem Kestly</p> <p><u>Action Sponsor</u> Sarah Daniels, Feranmi Okanlami</p>
	<p>b. Operationalize recommendations for policy, process, and/or systems changes inclusive of more streamlined and accessible financial systems for student organizations.</p>	<p><u>Action Lead</u> Gizem Kestly</p> <p><u>Action Sponsor</u> Nick Smith</p>

Objective 6: Support and Advocacy

Support individuals and organizations navigating challenges associated with campus climate through increased capacity of existing initiatives and work teams. *(New Objective Year 2)*

Metrics	Actions (Year 2)	Accountable
<p>Outputs (Year 2)</p> <ul style="list-style-type: none"> • Increased capacity • Prioritization system • Communication plan • Institute delivery model 	<p>a. Increase capacity through the Dean of Students Office to meet the needs of individual students and communities experiencing challenges associated with the campus climate.</p>	<p><u>Action Lead</u> Nicole Banks</p> <p><u>Action Sponsor</u> Laura Blake Jones</p>

<ul style="list-style-type: none"> • Conflict learning labs • New partners • Conflict resolution partners network <p>Outcomes Greater ability to support student and student communities dealing with campus climate challenges</p> <p>Broader understanding among students of the Student Life decision-making process related to stated needs of specific student populations</p> <p>Increased competency and use of conflict resolution tools beyond Student Life</p>	<p>b. Centralized repository of identified student needs specific to Student Life and subsequent sustained efforts to implement change to address those needs.</p>	<p><u>Action Lead</u> Gizem Kestly</p> <p><u>Action Sponsor</u> Connie Tingson Gatuz and Will Sherry</p>
	<p>c. Expand and improve the Adaptable Conflict Resolution Partners program to include a wider set of tools such as restorative circle facilitation, modifications to scope and delivery platform of conflict skills training and a tiered model of educational offerings.</p>	<p><u>Action Lead</u> Grace Sekulidis</p> <p><u>Action Sponsor</u> Erik Wessel</p>

Objective 7: DEI Knowledge and Skill Building		
Increase opportunities for students to build their skills and commitment for advancing diversity, equity, and inclusion across personal, academic, and professional contexts.		
Metrics	Actions (Year 2)	Accountable
<p>Outputs (Year 2)</p> <ul style="list-style-type: none"> • Communications plan and materials • Online course • Implementation plan • 35 students participate in Culture Connect pilot module program • Conduct feedback sessions on how the modules should be adapted to support M housing residents and student leaders learning needs • Staff and students are trained in coaching model • Year-end report on pilot results. • Divisional Pathways map • Pathways survey pilot implementation <p>Outcomes</p>	<p>a. Development and delivery of a communications plan specific to increasing student engagement with requestable social justice and intercultural development offerings inside and outside of the classroom.</p>	<p><u>Action Lead</u> Heather Guenther</p> <p><u>Action Sponsor</u> Nadia Bazy</p>
	<p>b. Develop an annual training program on anti-discrimination and harassment education for incoming graduate and undergraduate students to launch by summer 2025.</p>	<p><u>Action Lead</u> Will Sherry</p> <p><u>Action Sponsor</u> Martino Harmon</p>
	<p>c. Enhance student staff skills across the division through a Culture Connect partnership pilot program with M Housing first year residents and student leaders.</p>	<p><u>Action Lead</u> Nicola Saliendra</p> <p><u>Action Sponsor</u></p>

Increased requests for our SJ/ID educational offerings among students, staff, and faculty.		Amanda McLittle
Increased participation in leadership coaching training among students	d. Engage in a year 2 pilot of MLead’s leadership coaching to student organization leaders and student staff through Impact Initiative.	<u>Action Lead</u> Steve Bodei, Chelsea Moore <u>Action Sponsor</u> Will Sherry
	e. Map learning outcomes related to Pathways for Civic Engagement to our current divisional programming and develop a plan for understanding opportunities for growth.	<u>Action Lead</u> Brianna Christy <u>Action Sponsor</u> Neeraja Aravamudan

Products (Education, Scholarship & Service)

Objective 8: Inclusive and Accessible Spaces		
Enhance staff and students' sense of belonging by increasing the presence of and access to affirming, accessible, and inclusive physical spaces.		
Metrics	Actions (Year 2)	Accountable
Outputs (Year 2) <ul style="list-style-type: none"> Collected student feedback used to update three multicultural lounges designed to support greater use and accessibility for students. Creation of partnerships between Housing Diversity and Inclusion and academic units Accessibility guides for residential communities and apartments Review accommodation process for students with dietary health conditions and allergies 	a. Update approximately 3-4 Multicultural Lounges to support increased access and useability. Identify and build relationships with academic and co-curricular units to increase usage of the multicultural lounges and their curricula.	<u>Action Lead</u> Amanda McLittle <u>Action Sponsor</u> Kambiz Khalili
	b. Transition M Housing health and disability accommodations from a transactional process to an engaged student-centered model.	<u>Action Lead</u> Nicola Saliendra <u>Action Sponsor</u> Amanda McLittle

<ul style="list-style-type: none"> Resources for students with religious observance accommodations Finalized design plans and engagement with NPHC Plots/Plaza taskforce. Report of student input on how to design and optimize the space to increase a sense of belonging and user access for the MGC community. <p>Outcomes Increased use of our community spaces by students, staff, and faculty</p> <p>Increased belief among students that our residence halls and other community spaces are affirming, accessible, and inclusive</p> <p>Increased sense of belonging among all students, particularly those in marginalized communities</p>	<p>c. Seek student and alumni feedback on Culturally Based Fraternal Organizations (CBFOs) visibility Initiatives. These include construction and renovation projects and the FSL Inclusive History Project, designed to create a sense of belonging for marginalized students.</p>	<p><u>Action Lead</u> Abriana Cardenas</p> <p><u>Action Sponsor</u> Travis Martin</p>
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Objective 9: Equitable Early Momentum for Student Success Operationalize the Student Life mission of providing a transformative student experience by creating a framework for equitable early momentum for a successful undergraduate student experience.		
Metrics	Actions (Year 2)	Accountable
<p>Outputs (Year 2)</p> <ul style="list-style-type: none"> Metrics that can be used to determine the level of successful student experience among undergraduates. Report describing current level of holistic support and coordination within student life. Recommendations for creating systems and resources that will support coordination across units. <p>Outcomes Increased staff awareness of SL's unique contributions to overall student success</p>	<p>a. Aligned with the university's approach to early momentum for student academic success, engage divisional experts in development of a set of metrics that will demonstrate a successful student experience.</p> <hr/> <p>b. Using the Ecological Validation Model of Student Success (Hallett, et al, 2021), assess our divisional approach to coordination across model contexts in validating students, their experiences, and their identities.</p>	<p><u>Action Lead</u> Sara Colts</p> <p><u>Action Sponsor</u> Janel Sutkus</p> <hr/> <p><u>Action Lead</u> Sara Colts</p> <p><u>Action Sponsor</u> Janel Sutkus</p>

Better understanding among staff of the ecosystem approach to student success		
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Objective 10: Strengthening our Engagement and Infrastructure		
Infuse partnership, assessment, accountability and support for DEI at all levels of the organization.		
Metrics	Actions (Year 2)	Accountable
<p>Outputs (Year 2)</p> <ul style="list-style-type: none"> • DEI webpage updates (phase 1) • Multi-year communications plan • DEI communications position description • Additional part-time staff or graduate student • Develop mechanism to allow units to opt in programs, events, and resources for inclusion on the DEI website • Health and well-being goals and metrics • 1-2 additional pilot groups • Re-designed and new teams • DEI Liaisons • Portfolio and unit meetings • Scan of current feedback loops • Strategy for enhancements • Report with recommendations <p>Outcomes</p> <p>Greater awareness among staff of collective goals across initiatives and opportunities to work collaboratively</p> <p>Increased embrace among staff of collective impact as a model for change on campus</p> <p>Greater feeling of support among staff for developing and delivering unit-level DEI work</p>	<p>a. Implement Phase 2 of a strategic communications plan for Student Life DEI 2.0, including piloting a term-limited part-time DEI communications focused position.</p>	<p><u>Action Lead</u> Heather Guenther, Isabella Loveland</p> <p><u>Action Sponsor</u> Nick Kaleba</p>
	<p>b. Develop DEI unit and portfolio-level goals and metrics that enhance strategic alignment, accountability mechanisms, and aid in decision-making throughout the division.</p>	<p><u>Action Lead</u> Will Sherry, Dyan Jenkins, Gizem Kestly</p> <p><u>Action Sponsor</u> Rob Ernst</p>
	<p>c. Refine DEI infrastructure to build capacity for DEI work and support a collective approach to divisional DEI goals.</p>	<p><u>Action Lead</u> Gizem Kestly</p> <p><u>Action Sponsor</u> Will Sherry</p>
	<p>d. Develop and implement a strategy for student feedback loops that centers existing community-driven spaces and voices of students on the margins.</p>	<p><u>Action Lead</u> Will Sherry</p> <p><u>Action Sponsor</u> Martino Harmon</p>

<p>Broader use of student input and feedback in developing unit and divisional work</p>	<p>e. Pilot the <i>Leading for Equity Initiative</i> with a subset of Student Life leaders including a report with recommendations for advancing the initiative in Year 3.</p>	<p><u>Action Lead</u> Gizem Kestly</p> <p><u>Action Sponsor</u> Roger Fisher, Neeraja Aravamudan</p>
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Objective 11: DEI Fundraising Priorities

Work in partnership with the Office of University Development to further develop our DEI fundraising priorities and report out on the priority gift fund names, fundraising goals, and the potential impact of securing this funding.

Metrics	Actions (Year 2)	Accountable
<p>Outputs (Year 2)</p> <ul style="list-style-type: none"> • Bi-annual meetings • Identification and communication of DEI fundraising goals for Y2 <p>Outcomes</p> <p>Increased awareness among the leadership of our divisional DEI fundraising priorities.</p> <p>Increased awareness among the division and involvement from leaders on our DEI fundraising priorities.</p> <p>Increased funding through fundraising for named DEI priorities.</p>	<p>a. Student Life VP, AVP over Student Life Budget & Finance, Director of Strategic Initiatives for Student Life, and Executive Director of Parent & Family Giving and Student Life meet bi-annually to discuss DEI fundraising goals.</p>	<p><u>Action Lead</u> Will Sherry</p> <p><u>Action Sponsor</u> Anjali Anturkar</p>

Plans for Supporting, Tracking, and Updating the Strategic Plan

The Student Life Director of Strategic Initiatives, Will Sherry, is the key contact for stewardship of the plan. He will be assisted by Student Life's DEI Lead Team, Action Leads, and Cabinet Sponsors 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 status report will be shared with Student Life's Leadership Cabinet three times per year (November, February, and May) and a final evaluation of metrics and accomplishments, as well as recommendations, will be presented to the Cabinet at the May meeting.