

UPDATED September 30, 2024

Women in Science and Engineering

Diversity, Equity and Inclusion Strategic Plan | FY 2025

Strategic Plan Overview

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

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.

To further promote our mission and values regarding diversity, equity and inclusion, the University will engage in strategic planning. Each school, college or unit is responsible for overseeing a high-quality engaging planning process that results in a five-year plan for diversity, equity and inclusion covering all of the key constituents (e.g. students, staff, faculty, alumni, patients) in their school, college or unit.

Values:

- We must act with deliberateness and humility as we seek to respect and leverage diversity, ensure equity, and promote inclusion.
- We must examine and learn from the outcomes of our past efforts and work to improve them.
- We must act on our commitment, in accordance with the law, to contribute to a just society and to affirm the humanity of all persons.

Goals [Diversity Equity & Inclusion]:

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

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

Inclusion – We commit to pursuing deliberate efforts to ensure that our campus is a place where

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

Rationale [Mission, Vision, Values of WISE]:

The Women in Science and Engineering (WISE) program was created with a DEI objective – diversifying and supporting the women at University of Michigan who were pursuing STEM degrees and careers – back in 1980. Although gender diversity has improved in *some* STEM disciplines, there is ample evidence that inclusion and equity in STEM have not yet been obtained even in those disciplines. Additionally, the relative percentages of women and men in a discipline is only one metric of diversity and does not reflect the multitude of identities that STEM learners hold.

The WISE team is compelled to develop a DEI strategic plan as part of DEI 2.0 both to fulfill our fundamental objective but also to ensure that we are taking a holistic, intersectional approach to our work. The WISE leadership also recognizes that equity “starts at home,” and that for the team to best support, among others, women and non-binary STEM learners at U-M, WISE must be a diverse, equitable, and inclusive workplace.

Key Strategies & Constituencies*:

The key themes of our DEI strategic plan are intersectionality and empowerment. Paraphrasing what a member of the leadership team for the Program on Intergroup Relations once said, “All power and privilege are relative. Given each of our respective sets of identities, we may sometimes need help and we may sometimes be in the position to help.” Our key strategies, therefore, focus on

- ensuring our programs (which are open to all, regardless of gender identity) are inclusively and equitably supportive of all STEM learners, and in particular, women and non-binary learners in STEM, while placing an emphasis on meeting students of color, first-generation students, and others with marginalized backgrounds “where they are,” and
- empowering WISE staff and faculty to be advocates for STEM equity in all the contexts in which they work and live.

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

Implementation Highlights and Planning Process Used

Planning Lead(s):

Rachel Niemer, Managing Director of WISE, and Victoria Alden, Program Officer for WISE, were the DEI planning leads during 2023-2024.

Planning Team:

The Planning Team for the WISE DEI Strategic Plan included the entire WISE staff and one affiliated staff member from the Center for Education of Women+ (CEW+):

- Rachel Barnes, Project & Event Manager, WISE
- Amy Chappuis, Development and External Relations Director, CEW+
- Melissa Gross, Faculty Director, WISE
- Ronotta Holliday, Senior Administrative Assistant, WISE

Implementation Highlights and Planning Process Summary:

WISE launched a new series of events, called “WISE & Shine,” to highlight the experiences and accomplishments of U-M alumni working in STEM fields. An alumnus graciously shares their professional and personal experiences and how those may have been shaped by their identities. We also launched a new set of drop-in office hours in which students can ask questions of near-peers to get academic support or advice about thriving at U-M. These programs built off the engagement and planning for DEI 2.0 as a whole, and gave us an opportunity to hear from more (and different) STEM students about their challenges and observations regarding the STEM experience at U-M. We informally (and anonymously) tracked the types of questions asked of our student mentors with the aim of identifying new themes/challenges to include in our strategic plan.

Another highlight from the year was WISE’s annual awards ceremony, the Willie Hobbs Moore Awards. This event celebrates STEM achievement and STEM equity work across the Ann Arbor, Dearborn, and Flint campuses. We saw a 50% increase in the number of nominations compared to the previous year, and the ceremony itself was attended by over 100 students, faculty, and staff from across the university.

Data and Analysis: Key Findings

Summary of Data:

Despite the progress that has been made in improving gender diversity in STEM, only 40% of undergraduate U-M STEM degrees are awarded to female-identifying students. In the physical sciences and engineering, the numbers are even smaller. Even in fields where women are not underrepresented, women seek mentorship and community to help them navigate the bias they encounter from others.

To preserve the anonymity and confidentiality of learners who participated in our community engagement sessions, key themes and insights were noted, without attribution, by WISE staff during the relevant Student Programming Board meetings and open community events. Additionally, WISE does not have access to climate data from or detailed demographic data about their staff. To

develop this strategic plan, the DEI leads grouped similar concerns together along with similar suggestions given by event participants. We then discussed our priorities to finalize the strategic objectives. Our informal tracking of challenges/observations from students attending our drop-in mentoring sessions and the questions asked of U-M alumni at our networking events did not illuminate new themes for us to address in the strategic plan for FY25.

Key Findings, Themes and Recommendations:

The key themes of our DEI strategic plan are intersectionality and empowerment. Our key strategies, therefore, focus on

- ensuring our programs (which are open to all, regardless of gender identity) are inclusively and equitably supporting STEM learners, in particular women and non-binary individuals,
- meeting students of color, first-generation students, and others with marginalized backgrounds “where they are,” by partnering with units that are already supporting those students, among others, and
- empowering WISE staff and faculty to be advocates for STEM equity in all of the contexts in which they work and live.

Strategic Objectives, Measures of Success and Action Plans*

Introduction:

The WISE plan covers U-M STEM students and our internal staff, with some consideration for how we might develop resources for faculty members to best support students, particularly women and non-binary learners in STEM. The strategic objectives needed to further the university-wide goals of diversity, equity and inclusion have been aggregated into three distal objectives determined by the University. Each of these strategic objectives is accompanied by metrics that will be tracked over time, as well as descriptions of single and multiple year actions we will take to accomplish those objectives. For additional detail on assignments, timelines and accountabilities, see the Action Planning Table.

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

PEOPLE (Recruit, Retain & Develop a Diverse Community)

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

STUDENTS

Strategic Objective 1:

Seek a demographically diverse population of students who participate in WISE programs and

collect feedback on gaps in support that WISE could fill and that might benefit, in particular, women and non-binary students in STEM.

Metrics:

- Relative percentages of White students and BIPOC students of any gender (as identified through the LARC data set) attending WISE events.
- Relative percentages of students who self-identify as first-generation students.
- WISE meetings with units and recognized student groups focused on supporting the needs of, in particular, students of color, first-generation students, and students from other marginalized groups.
- Development of a list of perceived gaps in support for STEM success that impact women and non-binary learners, among others, that WISE might fill.

Actions:

- Action Item 1: Assess the demographics of students whom we have worked with in recent semesters to identify opportunities to increase the diversity of students engaging with WISE programming and services.
- Action Item 2: Actively connect with units who serve, among others, students of color, first-generation students, transfer students, and other student groups who are under-represented in STEM to promote WISE programming and to recruit a broadly diverse set of students to participate in WISE programs.

Primary DEI Goal: Diversity

STAFF

Strategic Objective 2:

Recruit a broadly diverse set of regular and temporary staff members for our team.

Metrics:

- Completion status (and date) of each WISE staff member or search committee member for the Implicit Bias in Hiring module.
- Number (as well as names) of channels/locations any temporary or regular staff job posting is promoted.

Actions:

- Action Item 1: When there is a need to hire, ensure all members of WISE staff (and any other search committee members) have taken the implicit bias in hiring modules within the last 18 months.
- Action Item 2: All postings for regular staff or temporary student staff will be promoted broadly to promote recruitment of a diverse applicant pool.
- Action Item 3: Minimize any exclusive language in our job postings by utilizing the tools provided by HR Recruiting for crafting inclusive postings.

Primary DEI Goal: Diversity

PROCESS (Create an Equitable and Inclusive Campus Climate)

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

STAFF

Strategic Objective 1:

WISE Staff will feel prepared and empowered to engage with issues of diversity, equity, and inclusion within our unit, elsewhere on campus, and in our broader community.

Metrics:

- Names and dates of DEI-centered professional development experiences pursued by WISE staff will be tracked.

Actions:

- Action Item 1: One WISE staff meeting per year will focus on conflict resolution skills and relevant conflict resolution avenues available on campus.
- Action Item 2: Annually, each WISE staff member will identify one DEI topic of personal/professional interest and pursue at least one professional development experience related to that topic.

Primary DEI Goal: Inclusion and Equity

Strategic Objective 2:

WISE staff will receive preparation to advance in their chosen career path(s).

Metrics:

- An equity audit of funds spent on professional development for each staff member.
- Number and names of professional development experiences pursued by each WISE staff member.

Actions:

- Action Item 1: At least once during the year, use staff meeting time to discuss how WISE staff can identify and access professional development opportunities.
- Action Item 2: The Managing Director will check in about short-, medium-, and long-term career goals with each staff member affiliated with WISE at least twice a year. One of those check-ins will be part of the annual performance review process.

Primary DEI Goal: Equity

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

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

FACULTY

Strategic Objective 1:

WISE will be a resource for STEM faculty who are interested in creating more gender equity on campus and in their fields.

Metrics:

- Using Google Analytics, we will track views of this content on the WISE website.
- Faculty advisory board survey responses regarding both the utility of faculty resource pages and suggestions for changes/additions

Actions:

- Action Item 1: Add new content to the WISE website on how faculty can become co-conspirators for equity in STEM.
- Action Item 2: This content will be shared with STEM departments and allied units on campus.

Primary DEI Goal: Inclusion and Equity

STUDENTS

Strategic Objective 2:

WISE staff will plan events and programs using inclusive and equitable design and facilitation techniques to engage all participants and to model techniques participants can use in their own lives and work.

Metrics: Responses to specific questions on event evaluations will be collected and analyzed

Actions:

- Action Item 1: Annually, every WISE program manager, program officer, and event manager will create and provide a resource (handout, presentation, etc.) to the rest of the team on a practice for event planning/design that can improve the inclusivity and/or accessibility of WISE events.

Primary DEI Goal: Inclusion

Goal-related Metrics – Measures Tracked Over Time (updated May 2, 2023)

Given the size of the WISE staff, there is no annual demographic or climate survey data provided by central administration.

Action Planning Tables with Details and Accountabilities

Fill in the tables with additional details about actions, including deliverables and assignments.

PEOPLE (Recruitment, Retention & Development)

Key Constituency	Strategic Objective	Associated Metrics	Detailed Actions Plan (measurable, specific)	Group/person accountable
Students	Seek a demographic ally diverse population of students who participate in WISE programs and collect feedback on gaps in support that WISE could fill and that might benefit, in particular, women and non-binary students in STEM.	Relative percentages of White students and BIPOC students of any gender (as identified through the LARC data set) attending WISE events.	<p>Action Item 1: Assess the demographics of students whom we have worked with in recent semesters to identify opportunities to increase the diversity of students engaging with WISE programming and services.</p> <p>Action Item 2: Actively connect with units who serve, among others, students of color, first-generation students, transfer students, and other student groups who are under-represented in STEM to promote WISE programming and to recruit a diverse set of students to participate in WISE programs.</p>	WISE Managing Director, WISE Program Officer, and WISE Project & Event Manager
		Relative percentages of students who self-identify as first-generation students		
		WISE meetings with units and recognized student groups focused on supporting the needs of, in particular, students of color, first-generation students, and students from other marginalized groups.		
		Development of a list of perceived gaps in support for STEM success that impact women and non-binary learners, among others, that WISE might fill.		
Staff	Recruit a broadly diverse set of regular and temporary staff members for our team.	Completion status (and date) of each WISE staff member or search committee member for the Implicit Bias in Hiring module.	Action Item 1: When there is a need to hire, ensure all members of WISE staff (and any other search committee members) have taken the implicit	WISE Managing Director, WISE Program Officer, and WISE Senior Administrative Assistant

			<p>bias in hiring modules within the last 18 months.</p> <p>Action Item 2: All postings for regular staff or temporary student staff will be promoted broadly to recruit a diverse applicant pool.</p> <p>Action Item 3: Minimize any exclusive language in our job postings by utilizing the tools provided by HR Recruiting for crafting inclusive postings.</p>	
		Number (as well as names) of channels/locations any temporary or regular staff job posting is promoted.		

PROCESS (Promoting & Equitable & Inclusive Community)

Key Constituency	Strategic Objective	Associated Metrics	Detailed Actions Plan (measurable, specific)	Group/person accountable
Staff	WISE Staff will feel prepared and empowered to engage with issues of diversity, equity, and inclusion within our unit, elsewhere on campus, and	Names and dates of DEI-centered professional development experiences pursued by WISE staff will be tracked.	<p>Action Item 1: One WISE staff meeting per year will focus on conflict resolution skills and relevant conflict resolution avenues available on campus.</p> <p>Action Item 2: Annually, each WISE staff member will identify one DEI topic of personal/professional interest and pursue at least one professional development experience related to that topic.</p>	WISE Managing Director

	in our broader community.			
	WISE staff will receive preparation to advance in their chosen career path(s).	An equity audit of funds spent on professional development for each staff member.	<p>Action Item 1: At least once during the year, use staff meeting time to discuss how WISE staff can identify and access professional development opportunities.</p> <p>Action Item 2: The Managing Director will check in about short-, medium-, and long-term career goals with each staff member affiliated with WISE at least twice a year. One of those check-ins will be part of the annual performance review process.</p>	WISE Managing Director
		Number and names of professional development experiences pursued by each WISE staff member.		

PRODUCTS (Education, Scholarship & Service)

Key Constituency	Strategic Objective	Associated Metrics	Detailed Actions Plan (measurable, specific)	Group/person accountable
Faculty	WISE will be a resource for STEM faculty who are interested in creating more gender equity on campus and in their fields.	<p>Using Google Analytics, we will track views of these resources on the WISE website.</p> <p>Faculty advisory board survey responses regarding both the utility of faculty resource pages and suggestions for changes/additions</p>	<p>Action Item 1: Add new content to the WISE website on how faculty can become co-conspirators for equity in STEM.</p> <p>Action Item 2: This content will be shared with STEM departments and allied units on campus</p>	WISE Managing Director, WISE Program Officer, and WISE Project & Event Manager

Students	WISE staff will plan events and programs using inclusive and equitable design and facilitation techniques to engage all participants and to model techniques participants can use in their own lives and work.	Responses to specific questions on event evaluations will be collected and analyzed	Action Item 1: Annually, every WISE program manager, program officer, and event manager will create and provide a resource (handout, presentation, etc.) to the rest of the team on a practice for event planning/design that can improve the inclusivity and/or accessibility of WISE events.	WISE Managing Director, WISE Program Officer, and WISE Project & Event Manager
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Plans for Supporting, Tracking and Updating the Strategic Plan

The WISE Managing Director and WISE Program Officer are the primary stewards of the WISE DEI Strategic plan. In addition to tracking and analyzing the necessary data to evaluate the effectiveness of the strategic plan, they will engage WISE student and post-doctoral participants at least once a semester to identify possible new objectives. Each April, the current year’s plan as well as any new possible objectives will be reviewed at a WISE staff meeting to update and refine the plan for the coming year.