

UPDATED JULY 1, 2024

University of Michigan Law School

Diversity, Equity and Inclusion Strategic Plan | FY 2025

Strategic Plan Overview

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

In accordance with the President's DEI Charge, the Law School is engaged in a strategic planning process to develop a DEI plan that is:

- Highly aspirational and consistent with the leading role U-M has played in matters of diversity throughout its history;
- Concrete and supported by a series of specific measurable goals; and
- Consistent with the wide variety of research, education, and public engagement activities that occur throughout the University.

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, political perspective, religion, height, weight, or veteran status.

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

Rationale [Mission, Vision, Values of *the Law School*]:

The collective work of the Law School is to prepare our students to serve as leaders with distinction in the public, private, and academic sectors. Our faculty are dedicated to training the next generation of legal professionals while producing groundbreaking scholarship and achieving precedent-setting victories in courts across the country. Additionally, the Law School is committed to preparing students to engage in the practice of law by teaching and modeling adherence to the core values and ethical standards articulated in the American Bar

Association’s Model Rules of Professional Conduct – including its anti-bias and anti-discrimination provisions.

The Law School has long been a place that recognizes that a diverse and inclusive environment creates lawyers and leaders better prepared to engage in a diverse country and world. Our students routinely express that engaging with other students, with faculty, and with staff from different backgrounds and different life experiences has given them a more robust and thorough understanding of the law: they believe they will be better lawyers for having had that experience. Our diversity, equity, and inclusion planning efforts center on fostering a community that encourages and supports intellectual curiosity and the robust engagement of those diverse viewpoints.

Our work in diversity, equity, and inclusion spans the breadth of the Law School’s teaching and research missions, including student, faculty, and staff recruitment and career development, innovative and inclusive teaching, intentional community building practices, and public service on behalf of the broader community.

Key Strategies & Constituencies*:

The key constituency of this plan is the full community of University of Michigan Law School students, faculty, and staff. 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):

Michele Frasier Wing, Chief Operating Officer

Kimberly D’Haene, Assistant Dean for Student Affairs

Ekow Yankah, Associate Dean for Faculty and Research, Thomas M. Cooley Professor of Law

Planning Team:

Nathan Bauer, Assistant Dean for Financial Aid

Mary Buikema, Assistant Dean for Development and Alumni Relations

1. Debra Chopp, Associate Dean for Experiential Education
2. Eric Christiansen, Assistant Dean for International Affairs
3. Kimberly D’Haene, Assistant Dean for Student Affairs
4. Michele Frasier Wing, Chief Operating Officer
5. Ellen Katz, Associate Dean for Academic Programming
6. Ramji Kaul, Assistant Dean for Career Planning
7. Kyle Logue, Interim Dean
8. Shelley Rodgers, Chief Communications Officer
9. Ekow Yankah, Associate Dean for Faculty and Research
10. Sarah Zearfoss, Senior Assistant Dean

Inclusive Teaching Liaison:

Margo Schlanger, Wade H. and Dores McCree Collegiate Professor of Law

Planning Process Summary:

The Law School's DEI plan focuses on more short-term work while we await a successful dean search, still leveraging particular strengths from DEI 1.0, and sets a foundation from which we can build. Our year 2 revisions were informed by facilitated discussions in the leadership team that represents various departments, faculty, students, and staff in the Law School, responsive programming, and the increased availability of experts as a result of our successful hiring. Programming was informed by known areas of concern, for example, significant increases in requests for classroom and testing accommodations. With the increase in the diversity (along many dimensions) resulting from the hiring of 22 new faculty members, the Law School was also able to offer programming that was responsive to current events while rooting the conversation in principles of law (e.g. a community forum on events in Israel and Gaza that was led by faculty experts on international law).

The DEI planning process included the following existing sources of data:

- DEI 1.0 and 2.0 reports and lessons learned
- Annual U-M Demographic Metrics Reports, most recently from April 2023
- Campus Climate Survey data from 2017 and 2022
- Course Evaluation Data

Additional data gathering included:

- Facilitated conversations among the Law School Administrative Leadership Team
- Dean's Advisory Board on Race and Racism input and recommendations
- Inclusive Teaching Committee input and recommendations
- Online feedback form accompanying distribution of DEI 1.0 Summary
- Student listening sessions hosted by PEAR/SAPAC and the Law School's Office of Student Life
- DEI Priorities Student Survey
- Ad hoc conversations between planning team members and individual students, faculty, and staff members
- Changing needs based upon local and world events

Keeping stakeholders informed about the emergent themes from the planning process, regular updates were provided to the DEI 2.0 Planning Team. In addition, regular updates were shared with the Law School community.

Data and Analysis: Key Findings

Summary of Data:

What follows is a high-level summary of the data that has informed the DEI 2.0 Strategic Plan.

Demographic data on key constituency groups:

The Law School has – as compared with other units, schools, and colleges at the University of Michigan – a relatively small total population, particularly when broken down into student, faculty, and staff subgroups. In many cases, our demographic subgroups are too small to register specific data, given the way in which the University’s data is presented. It is difficult to understand what is gained by not providing accurate reporting on each person – the data provided for the Law School staff *literally* renders all the staff of color invisible, and tracking changes in those areas is challenging. However, some significant trends are noteworthy over the past five years:

Students

- In the context of a relatively stable total student population (approximately 1000 students), the total number of students identifying as underrepresented minorities, and in each of the race/ethnicity categories for which we have data, has increased.
- In AY24 the Law School’s student population identified as 51% women, 2% non-binary or other genders, and 47% men.

Faculty trends

- After an extended period of a stable faculty population, the Law School concluded a historic hiring year and welcomed 21 new faculty members for the 2022-2023 school year.
- The proportion of faculty members who are women has increased from approximately 33% to approximately 39% over the past five years, and the proportion of faculty from underrepresented minorities has increased from approximately 9% to approximately 15% over the same time period.

Staff trends

- The Law School staff populations have remained very stable over the past five years, with a slight decrease in the total number of staff and no significant changes in any demographic category.
- Women comprise approximately 80% of the law school staff
- These demographic data constitute the data available to us but do not capture the wide range of diversity we think is critical to formation of law and a legal education that will serve clients across the entire range of perspectives and needs.

Catalog of existing DEI initiatives and programs:

I. Students

Admissions:

In the pre-admit stage we devote considerable resources to soliciting applications from a broad spectrum of potential candidates through extensive recruiting travel, including to institutions and other venues with a verified record of producing qualified applicants from broadly diverse backgrounds. We participate in pipeline initiatives such as the Council on Legal Education Opportunity and the Graduate Horizons Conference. We build relationships with advisors at key institutions such as University of Texas–El Paso Law School Preparation Institute, the Pre-law Summer Institute at the American Indian Law Center, and historically black colleges and universities. We solicit via the LSAC’s Candidate Referral Service a wide range of qualified candidates, using multiple touches, such as mail and email from institutional and student actors, as well as the broad use of fee waivers.

In the admissions stage, as are all public educational institutions in Michigan, we are prohibited from taking race into account as a factor in admissions by Article I, Section 26 of the Michigan Constitution.

Student Life:

The Office of Student Life offers academic and other counseling, works with student organizations, plans programs and events, assists students with accommodations, coordinates health and wellness programs, and serves as a resource and sounding board for students as they navigate their way through the Law School. The Office of Student Life was recently expanded to ensure its services could meet student demand across the Office’s portfolio, including with consideration for student equity and inclusion, in particular. This includes: working with students to develop programs and policies that ensure meaningful access to educational opportunities for students and working with faculty to address student classroom or curricular concerns. A particular focus has been working with students who require accommodations regarding University resources, policies and procedures, and facilitating equitable access to academic resources and advising. The Office of Student Life also provides Cross-Cultural Competency and Anti-Bias Training in accordance with ABA Standard 303(c), beginning with New Student Orientation sessions on anti-racism and anti-bias in the classroom, introducing concepts and framing them in a law school and legal profession context.

Office of Career Planning:

The Law School maintains Non-discrimination and Equal Opportunity in Employment recruiting policies for employers that seek to hire our students. These policies, in accordance with ABA requirements, create and sustain an environment of inclusivity for all students that is free from discrimination and harassment. Career Planning also offers a variety of programming that supports students from all backgrounds in acquiring the skills necessary to be competitive in the legal job market.

II. Faculty

Each year the dean of the Law School appoints faculty to engage with their colleagues on inclusive teaching. Recently, the Inclusive Teaching Committee worked with the Criminal Law faculty to teach through a lens that engages more of the cultural context that informs criminal law and procedure. Students learn more effective advocacy when they are aware of the history, structure, and cultural

influences that exist in our criminal legal system. This year, the faculty liaison for Inclusive Teaching will be working to expand similar discussions in other areas of the law.

The Dean and the Faculty Hiring Committee continue to employ improved search practices, including requiring search committee members to undergo STRIDE training, expanding posting avenues beyond the American Association of Law Schools hiring forum, and increasing lateral recruitment and hires. Although we will not need to do the type of significant hiring done two years ago that resulted in hiring 21 new faculty members, we will continue to seek outstanding faculty members who further expand our breadth of research, scholarship, and viewpoints.

III. Staff

The Law School has a robust Staff Engagement Committee comprising representatives from each Law School department and is charged with employee engagement and professional development activities. The Committee's efforts focus on three categories of work: functional information sharing, community building (including helping new staff integrate), and professional development.

Summary of additional data gathering efforts:

An additional significant data point is the noted limited participation among Law School community members in the DEI strategic planning engagement opportunities that were offered. A very limited number of students participated in the four scheduled and advertised listening sessions (two with PEAR/SAPAC, and two through the Office of Student Life), and the DEI Student Input Survey and DEI Planning Website Feedback form generated minimal responses. Our website now connects students directly to the campus Office of Student Life where they can report concerns through established offices and procedures.

Key Findings, Themes and Recommendations:

The Law School initiated significant and important progress throughout DEI 1.0, particularly with respect to:

- student and faculty recruitment and retention
- holistic student support, and
- introducing and building support for inclusive teaching practices

The planning process also highlighted areas for continued growth within the Law School community, including:

- staff recruitment, career development, and sense of belonging
- whole-community engagement with DEI planning and programming, and
- expanding the breadth and depth of faculty engagement with inclusive teaching practices, particularly in the area of classroom accommodations

Themes for DEI 2.0 include:

- Continuation of the institutional commitment to recruiting and retaining a broad diversity of students, faculty, and staff
- Advancement of efforts to identify and implement best practices in equitable and inclusive student support, as well as measurement of such activities
- Expansion of inclusive teaching practices across the full spectrum of the Law School's academic programs
- Commitment to increase engagement with DEI Strategic Planning activities across the Law School community

Strategic Objectives, Measures of Success and Action Plans*

Introduction:

The Law School plan covers the unit's students (JD, LLM, SJD), faculty (tenured/tenure track, clinical, and visiting/adjunct/lecturer), and staff. 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.

GRADUATE STUDENTS

Strategic Objective 1:

To consistently assemble an exceptional community of talented and interesting students with diverse backgrounds, identities, and perspectives.

Metrics:

Success in this objective is measured, year-over-year, by:

- The diversity of the applicant pool;
- The diversity of the cohort of admitted students;
- The diversity of the cohort of enrolled students; and
- The demographics of the student body as a whole.

Actions:

This is an area where the Law School endeavors to continue to build on the successful trajectory of its DEI 1.0 initiatives, with a continued commitment to a wide range of pre-admit, admission, and post-admit activities.

Pre-admit stage

Continue devoting considerable resources to soliciting applications from a broad spectrum of potential candidates, using:

- Extensive recruiting travel;
- Participation in pipeline initiatives;
- Multiple touch points from institutional and student actors; and
- Broad use of fee waivers.

Admissions stage:

Continue dedicating time and resources to a holistic application review process, using:

- Individualized and non-mechanical evaluation criteria to assess each applicant; and
- Considering the diversity of each class as a whole, across many dimensions particularly relevant to the study and development of law – including socioeconomic background; academic training; and/or a demonstrated interest in or commitment to issues relating to LGBTQ+ issues, race, visible and invisible disability, religious conviction and training, or political viewpoint.

Post-admit stage:

Continue striving to enroll those whom we admit by devoting considerable resources to communicating with admitted students to address concerns and develop their sense of connection to the Michigan Law community through initiatives such as:

- Individualized outreach to admitted students by current students, faculty, alumni, and administrators;
- Clear and comprehensive communication about financial resources;
- Encouraging campus visits, particularly during Preview Weekend; and
- Creative recruiting initiatives.

Primary DEI Goal:

Diversity

FACULTY

Strategic Objective 2:

To continue to build the diversity of the law school faculty through consistent adherence to creative and holistic recruiting and retention strategies.

Metrics:

Success in this metric is measured, year-over-year, by reference to the following HR data:

- The diversity of the incoming faculty candidate pool;
- The diversity of the cohort of faculty who are offered positions;
- The diversity of the cohort of faculty who accept positions; and
- The demographics of the Law School faculty as a whole.

Actions:

This is an area where the Law School endeavors to continue to build on the successful trajectory of its DEI 1.0 initiatives, with a continued commitment to a wide range of faculty recruiting and retention practices.

- Actively identifying potential faculty candidates through activities including informal mentorship programs and pipeline initiatives.
- Proactively seeking new faculty hires in underrepresented disciplines or ideologies.
- Incorporating best practices into the faculty hiring process, including STRIDE Training for all faculty hiring committee members.
- Ongoing training and dialogue across the faculty on the importance of and best practices for reducing conscious and unconscious biases throughout the hiring process.
- Dedicating time and resources to nurturing a hospitable faculty climate in the context of an engaged and inclusive Law School community.

Primary DEI Goal:

Diversity

STAFF**Strategic Objective 3:**

To increase the diversity of the Law School staff with a dedicated focus on creating an inclusive and welcoming environment utilizing best practices in recruitment and retention activities.

Metrics:

Success in this objective is measured by:

- The diversity of the candidate pool (including the number of qualified minority applicants) for each open position;
- Year-over-year, the diversity of the total pool of new hires and the diversity of the Law School staff as a whole; and
- Increases in measured employee satisfaction across a variety of climate measures.

Actions:

The Law School Human Resources team is committed to exploring a wide range of strategies and practices in an effort to diversify its workforce and foster an inclusive environment among staff members.

Recruitment

- Develop a recruitment strategy, including, but not limited to, expanding posting and recruitment approaches to include posting on job boards that cater to underrepresented groups, partnering with community organizations that serve diverse populations, engaging in outreach to diverse community groups and organizations, using targeted advertising practices, and implementing an employee referral system.
- Implement best practices with respect to job posting and hiring processes, which may include but are not limited to, ensuring job descriptions and requirements do not contain biased language, using blind hiring practices to remove the identity and demographics of candidates, and providing diversity and inclusion training to all hiring teams and search committees to prompt a more diverse and inclusive work environment.

Retention:

- Provide leadership training at all levels.
- Facilitate staff identifying their strengths and using those strengths in their roles.
- Create mentorship and sponsorship programs to provide opportunities for employees, including those from underrepresented groups, to receive guidance from more experienced colleagues.
- Create, use, and consistently share the results of an Employee Satisfaction measurement tool.

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.

ALL CONSTITUENCIES**Strategic Objective 1a:**

Work in partnership with the law school's Assistant Dean for Development and Alumni Relations to build a strategy to identify and engage alumni and donors across numerous dimensions (e.g.

background or experience, geographic, ideological), and identify fundraising priorities to foster an inclusive and engaging student experience.

Metrics:

Success of this objective will be measured by:

- Ongoing strategic planning to integrate DEI priorities into the full spectrum of the Office of Development and Alumni Relation’s work.
- Overall increases in (including, but not limited to):
 - Alumni engagement in programming and activities;
 - The size and diversity of the donor pool across numerous dimensions.

Actions:

- Build a strategy to diversify our donor base across numerous dimensions (e.g., background or experience, geographic, ideological, area of expertise).
- Continue to diversify the perspectives and expertise represented on the Law School’s Development and Alumni Relations Committee across numerous dimensions.
- Identify and cultivate opportunities to expand our network of donors, including with respect to diversity of background and perspective; and increase funding opportunities.
- Continue to develop expertise relating to the intersection of diversity and philanthropy, including about underrepresented donor engagement.

Primary DEI Goal:

Inclusion

GRADUATE STUDENTS

Strategic Objective 2a:

Continue to build a Law School environment in which all students, across their diverse breadth of identities and backgrounds, experience a sense of belonging and can flourish as developing leaders and professionals in and out of the classroom.

Metrics:

In the short term, success of this objective will be measured by the successful completion of action steps to which we have committed:

- Preparing and disseminating information to students about campus climate results; and
- The creation and use of tools to measure students’ sense of belonging and flourishing.

In the long-term, success of this objective will be measured by:

- The documented perceptions of students regarding their experiences – both through key metrics in the University Campus Climate Survey and other internal measurement tools.

Over time, the Law School will measure and track:

- Quantitative evaluation of key Campus Climate Survey and internal Law School student satisfaction metrics

- The use and understanding of the reporting process and related outcomes for:
 - Campus Climate Concerns
 - ECRT reports
 - Central Campus Audit Services reports
- Qualitative evaluation of internal Law School Listening Session + DEI Survey results

Actions:

This is an area where the Law School will be endeavoring to strategically build upon its successful efforts throughout DEI 1.0. As a primary example, in 2022, the Law School expanded the Office of Student Life – doubling the size of its staff, and vastly expanding the breadth of its programming – to offer a range of wellness, academic advising and success, and community engagement initiatives and resources to the Law School student population.

In the short term, the Law School’s actions will focus on measuring the reach and effectiveness of these expanded programming efforts. In the long term, the Law School will be identifying and tailoring further expansions or areas of focus based on the measured success (using the satisfaction metrics described above) of the newly implemented programs and processes.

- Prepare, present, and share a summary of the Campus Climate Survey results to the Law School Student population.
- Create, distribute, and consistently share with students the results of an internal Law School Student Satisfaction survey.
- Incorporate lines of inquiry associated with sense of belonging and perceptions of well-being into student listening sessions and DEI Strategic Planning input surveys.
- Incorporate findings from the full spectrum of the aforementioned measurement and analysis tools into each year’s iteration of the DEI 2.0 Strategic Plan updates.

Primary DEI Goal:

Equity and Inclusion

Strategic Objective 2b:

Increase access to information about and overall availability of academic, wellness, financial, and other support resources for all students.

Metrics:

In the short term, success for this metric will be measured by:

- The quantity of students who are aware of and/or utilizing the existing support resources on campus, e.g., the number of students who are aware of and/or use:
 - Embedded mental health counseling
 - Embedded wellness coaching
 - Academic advising services
 - Individualized financial aid counseling

Over the long term, the Law School is committed to identifying and implementing a tool to measure both student satisfaction with existing support resources *and* to track whether students, across a variety of demographic measures, are equitably accessing the available resources.

Actions:

- Continue to offer a broad range of wellness, academic support, and financial aid programming, with ongoing efforts to build clear and transparent policies and active and consistent communication to ensure equal access for all students to available campus resources.
- Annually update and promulgate information resources including student handbook, Academic Regulations, and website resource pages.
- Create and implement a mechanism to track utilization of student support resources.
- Create and implement data collection instruments to measure and track student satisfaction with, and equitable access to, student support resources.

Primary DEI Goal:

Equity and Inclusion

STAFF

Strategic Objective 3:

Increase staff knowledge of and engagement with DEI best practices, including — but not limited to — holistic accessibility, cross-cultural competency, and pathways for conflict resolution across their relevant areas of functional expertise.

Metrics:

In the short term, success in this area will be measured by:

- The successful implementation of training and professional development opportunities for staff across a full spectrum of DEI related topics. As a starting point, we will track:
 - Number of on-site training opportunities offered
 - Number of participants in on-site training opportunities
 - Number of participants in off-site professional development opportunities

Over the long term, success in this area will be measured by:

- The long-term retention of information shared related to DEI subject areas
- The measured implementation of best practices related to diversity, equity, and inclusion across the full continuum of the Law School's practices.
- Identifying and creating instruments to measure these longer-term outcomes will take place over the course of the DEI 2.0 implementation years.

Staff Campus Climate Survey measures will also be relevant in tracking success in this area.

Actions:

Professional Development

- Identify on- and off-campus partners to conduct Brown Bag education sessions for staff (e.g., Organizational Learning, Culture Change Initiatives, CRLT Players)
- Continue coordinated efforts amongst staff, faculty, and students to host timely and informative presentations, panel discussions, and facilitated dialogues on DEI-related topics advertised and open to all members of the law school community

Measurement and Tracking

- In coordination with ODEI and other campus partners, develop and initiate data collection instruments to measure and track staff knowledge gains and the successful implementation of best practices across the full continuum of Law School activities.

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.

FACULTY**Strategic Objective 1:**

Increase the breadth and depth of knowledge and utilization of inclusive teaching practices across all faculty constituencies.

Metrics:

Success in this area will be measured by:

- Documented ongoing and engaged inclusive teaching work
- Documented ongoing and engaged work devoted to identifying and implementing best practices with respect to reasonable accommodations in the Law School setting
- The number of faculty who participate in the training and professional development sessions
- Feedback from students regarding their classroom experiences captured in tailored questions in course evaluation surveys

Actions:

- Continue to appoint a faculty member to focus on inclusive teaching to provide strategic guidance to faculty regarding inclusive teaching practices.
- Expand and empower a faculty committee to develop best practices with respect to reasonable accommodations across the full range of the Law School's academic programming – both doctrinal and clinical courses and graded activities.

- Provide all faculty with in-depth inclusive teaching training at the start of every academic year.
- Provide ongoing opportunities for faculty to engage with inclusive teaching topics through brown bag and other professional development programming throughout each academic year.
- Continue to use, and tailor as necessary, course evaluation questions to measure student perceptions of the breadth and success of inclusive teaching practices.

Primary DEI Goal:

Inclusion

ALL CONSTITUENCIES

Strategic Objective 2:

Create a Law School environment that is holistically accessible to students, faculty, and staff of all (dis)ability statuses. (To the extent that “the classroom” is a significant piece of the Law School environment, Products Strategic Objective #1, above, elaborates on metrics and actions associated with holistic classroom accessibility.)

Metrics:

In the short term, success in this area will be measured by:

- Number of documented accessibility-centered initiatives.

In the long term, success in this area will be measured by:

- A quantitative assessment of key indicators on the University Climate Survey; and,
- If needed, a quantitative assessment of data collected internally at the Law School, related to individual perceptions of and experiences with holistic accessibility.

Actions:

Holistic accessibility includes the Law School’s physical spaces, classroom spaces, digital spaces, and extra- and co-curricular spaces. The Law School is committed to proactively increasing accessibility across the full spectrum of its spaces and its programming.

Specifically, the Law School will:

- Continue to foster an ongoing partnership between the Law School and the Services for Students with Disabilities Office.
- Proactively solicit input and feedback related to accessibility with all major building projects (e.g., library renovation).
- Provide training to all faculty and staff regarding digital accessibility.

- Ensure compliance with the University’s SPG 601.20 regarding Electronic and Information Technology Accessibility in all relevant communications
- Provide assistive technologies/services as a standard practice for all-community events (e.g., Senior Day, Campbell Moot Court, SFF Auction)

Primary DEI Goal:
Inclusion

Law School Measures Tracked Over Time **(updated May 2, 2023)**

School, College or Unit Metrics:

Graduate Students

Demographic Composition:

- Headcount
- Race/ethnicity
- Sex
- Enrollment:
- Student class level (Graduate-Masters/Doctoral/Professional)
- 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

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	To consistently assemble an exceptional community of talented and interesting students with diverse backgrounds, identities, and perspectives.	<p>Success in this objective is measured, year-over-year, by:</p> <ul style="list-style-type: none"> • The diversity of the applicant pool; • The diversity of the cohort of admitted students; • The diversity of the cohort of enrolled students; and • The demographics of the student body as a whole. 	<p>Pre-admit stage Continue devoting considerable resources to soliciting applications from a broad spectrum of potential candidates, using:</p> <ul style="list-style-type: none"> • Extensive recruiting travel; • Participation in pipeline initiatives; • Multiple touch points from institutional and student actors; and • Broad use of fee waivers. <p>Admissions stage: Continue dedicating time and resources to a holistic application review process, using:</p> <ul style="list-style-type: none"> • Individualized and non-mechanical evaluation criteria to assess each applicant; and • Considering the diversity of each class as a whole, across many dimensions particularly relevant to the study and development of law— including socioeconomic background; academic training; or a demonstrated interest in or commitment to issues relating to LGBTQ+ issues, race, visible and invisible disability, religious conviction and training, or political viewpoint <p>Post-admit stage: Continue striving to enroll those whom we admit by devoting considerable resources to communicating with admitted students to address concerns and develop their sense of connection to the Michigan Law community through initiatives such as:</p> <ul style="list-style-type: none"> • Individualized outreach to admitted students by current students, faculty, alumni, and administrators; • Clear and comprehensive communication about financial 	Senior Assistant Dean Sarah Zearfoss (Office of Admissions)

			<p>resources;</p> <ul style="list-style-type: none"> • Encouraging campus visits particularly during Preview Weekend; and • Creative recruiting initiatives 	
Faculty	Continue to build the diversity of the Law School faculty through consistent adherence to creative and holistic recruiting and retention strategies.	<ul style="list-style-type: none"> • Success in this metric is measured, year-over-year, by reference to HR data: • The diversity of the incoming faculty candidate pool; • The diversity of the cohort of faculty who are offered positions; • The diversity of the cohort of faculty who accept positions; and • The demographics of the Law School faculty as a whole. 	<p>Continue to build on the successful trajectory of its DEI 1.0 initiatives, with a continued commitment to a wide range of faculty recruiting and retention practices.</p> <ul style="list-style-type: none"> • Actively identifying potential faculty candidates through activities including informal mentorship programs and pipeline initiatives. • Proactively seeking new faculty hires in underrepresented disciplines or ideologies. • Incorporating best practices into the faculty hiring process, including STRIDE Training for all faculty hiring committee members. • Ongoing training and dialogue across the faculty on the importance of and best practices for reducing conscious and unconscious biases throughout the hiring process. • Dedicating time and resources to nurturing a hospitable faculty climate in the context of an engaged and inclusive Law School community. 	Dean of the Law School, and the chair and members of the Faculty Hiring Committee .
Staff	Increase the diversity of the Law School staff with a dedicated focus on creating an inclusive and welcoming	<p>Success in this objective is measured by:</p> <ul style="list-style-type: none"> • The diversity of the candidate pool 	<p>Recruitment</p> <p>The Law School Human Resources team is committed to exploring a wide range of strategies and practices in an effort to diversify its workforce and foster an inclusive environment among staff members.</p>	Michele Frasier Wing, Chief Operating Officer, in partnership with Director of Human Resources.

	<p>environment utilizing best practices in recruitment and retention activities.</p>	<p>(including the number of qualified minority applicants) for each open position;</p> <ul style="list-style-type: none"> ● Year-over-year, the diversity of the total pool of new hires and the diversity of the Law School staff as a whole; ● Increases in measured employee satisfaction across a variety of climate measures. 	<ul style="list-style-type: none"> ● Develop a recruitment strategy, including, but not limited to, expanding posting and recruitment approaches to include posting on job boards that cater to underrepresented groups, partnering with community organizations that serve diverse populations, engaging in outreach to diverse community groups and organizations, using targeted advertising practices, and implementing an employee referral system. ● Implement best practices with respect to job posting and hiring processes, which may include but are not limited to, ensuring job descriptions and requirements do not contain biased language, using blind hiring practices to remove the identity and demographics of candidates, and providing diversity and inclusion training to all hiring teams and search committees to prompt a more diverse and inclusive work environment. <p>Retention:</p> <ul style="list-style-type: none"> ● Provide leadership training at all levels. ● Facilitate staff identifying their strengths and using those strengths in their roles. ● Create mentorship and sponsorship programs to provide opportunities for employees, including those from underrepresented groups, to receive guidance from more experienced colleagues. ● Create, use, and consistently share the results of an Employee Satisfaction measurement tool. 	
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PROCESS (*Promoting & Equitable & Inclusive Community*)

Key Constituency	Strategic Objective	Associated Metrics	Detailed Actions Plan (measurable,specific)	Group/person accountable
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<p>All Constituencies</p>	<p>Work in partnership with the law school's Assistant Dean for Development and Alumni Relations to build a strategy to identify and engage alumni and donors across numerous dimensions (e.g. demographic, geographic, ideological, and identify fundraising priorities to foster an inclusive and engaging student experience.</p>	<p>Ongoing strategic planning to integrate DEI priorities into the full spectrum of the Office of Development and Alumni Relation's work.</p> <p>Overall increases in (including, but not limited to):</p> <p>Alumni engagement in programming and activities;</p> <p>The size and diversity of the donor pool across numerous dimensions</p>	<ul style="list-style-type: none"> • • • • • Build a strategy to diversify our donor base across numerous dimensions (e.g., demographic, geographic, ideological, area of expertise). • Continue to diversify the Law School's Development and Alumni Relations Committee across numerous dimensions. • Identify and cultivate opportunities to expand our network of diverse donors; and increase funding opportunities. • Continue to develop expertise relating to the intersection of diversity and philanthropy, including about underrepresented donor engagement. 	<p>Mary Buikema, Assistant Dean,</p> <p>Office of Development and Alumni Relations</p>
<p>Law Students</p>	<p>Continue to build a Law School environment in which all students, across their diverse breadth of identities and backgrounds, experience a sense of belonging and can flourish as developing leaders and professionals in and out of the classroom</p>	<p>In the short term, success of this objective will be measured by the successful completion of action steps to which we have committed:</p> <p>Preparing and disseminating information to students about campus climate results; and</p> <p>The creation and use of tools to measure</p>	<p>In the short term, the Law School's actions will focus on measuring the reach and effectiveness of these expanded programming efforts. In the long term, the Law School will be identifying and tailoring further expansions or areas of focus based on the measured success (using the satisfaction metrics described above) of the newly implemented programs and processes.</p> <ul style="list-style-type: none"> • Prepare, present, and share a summary of the Campus Climate Survey results to the Law School Student population. • Create, distribute, and consistently share with students the results of an internal Law School Student Satisfaction survey. • Incorporate lines of inquiry associated with sense of belonging and 	<p>Office of Student Life: Assistant Dean of Student Services Kimberly D'Haene</p>

		<p>students' sense of belonging and flourishing.</p> <p>In the long-term, success of this objective will be measured by:</p> <p>The documented perceptions of students regarding their experiences – both through key metrics in the University Campus Climate Survey and, other internal measurement tools.</p> <p>Over time, the Law School will measure and track:</p> <p>Quantitative evaluation of key Campus Climate Survey and internal Law School student satisfaction survey metrics</p> <p>Use and understanding of the reporting process and related outcomes for:</p> <ul style="list-style-type: none"> -- Campus Climate Concerns -- ECRT reports - Central Campus Audit 	<p>perceptions of well-being into student listening sessions and DEI Strategic Planning input surveys.</p> <ul style="list-style-type: none"> ● Incorporate findings from the full spectrum of the aforementioned measurement and analysis tools into each year's iteration of the DEI 2.0 Strategic Plan updates. 	
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		<p>Services reports</p> <p>Qualitative evaluation of internal Law School Listening Session + DEI Survey results</p>		
Law Students	Increase access to information about and overall availability of academic, wellness, financial and other support resources for all students.	<p>In the short term, success for this metric will be measured by:</p> <p>The quantity of students who are utilizing the existing support resources on campus, e.g., the number of students who are aware of and/or use:</p> <ul style="list-style-type: none"> -- Embedded mental health counseling -- Embedded wellness coaching -- Academic advising services -- Individualized financial aid counseling <p>Over the long term, the Law School is committed to identifying and implementing a tool to measure both student satisfaction with existing support resources and to</p>	<ul style="list-style-type: none"> • Continue to offer a broad range of wellness, academic support, and financial aid programming, with ongoing efforts to build clear and transparent policies and active and consistent communication to ensure equal access for all students to available campus resources. • Annually update and promulgate information resources including Student Handbook, Academic Regulations, and website resource pages. • Create and implement a mechanism to track utilization of student support resources • Create and implement data collection instruments to measure and track student satisfaction with, and equitable access to, student support resources. 	Office of Student Life: Assistant Dean of Student Services Kimberly D'Haene With engagement and participation from the embedded CAPS counselor, and the Financial Aid Office

		track whether students, across a variety of demographic measures, are equitably accessing the available resources.		
Staff	Increase staff knowledge of and engagement with DEI best practices, including — but not limited to – holistic accessibility, cross-cultural competency, and pathways for conflict resolution across their relevant areas of functional expertise.	<p>In the short term, success in this area will be measured by:</p> <p>The successful implementation of training and professional development opportunities for staff across a full spectrum of DEI and professional development topics. As a starting point, we will track:</p> <ul style="list-style-type: none"> -- Number on-site training opportunities offered -- Number of participants in on-site training opportunities -- Number of participants in off-site professional development opportunities <p>Over the long term, success in this area will be measured by:</p> <p>The long-term retention of</p>	<p>Professional Development</p> <ul style="list-style-type: none"> ● Identify on- and off-campus partners to conduct Brown Bag education sessions for staff (e.g., Organizational Learning, Culture Change Initiatives, CRLT Players) ● Continue coordinated efforts amongst staff, faculty, and students to host timely and informative presentations, panel discussions, and facilitated dialogues on DEI-related topics advertised and open to all members of the law school community 	Chief Operating Officer Michele Frasier Wing in partnership with Director of Human Resources

		<p>information shared related to DEI subject areas</p> <p>The measured implementation of best practices related to diversity, equity, and inclusion across the full continuum of the Law School's practices.</p> <p>The measured implementation of best practices related to diversity, equity, and inclusion across the full continuum of the Law School's practices.</p> <p>Staff Campus Climate Survey measures will also be relevant in tracking success in this area.</p>		
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PRODUCTS (*Education, Scholarship & Service*)

Key Constituency	Strategic Objective	Associated Metrics	Detailed Actions Plan (measurable,specific)	Group/person accountable
Faculty	Increase the breadth and depth of knowledge	<ul style="list-style-type: none"> Documented ongoing and engaged inclusive teaching 	<ul style="list-style-type: none"> Continue to appoint a faculty member to focus on inclusive teaching to provide strategic guidance to faculty regarding 	Dean, in partnership with: Inclusive

	and utilization of inclusive teaching practices across all faculty constituencies.	work <ul style="list-style-type: none"> • Document ongoing and engaged work devoted to identifying and implementing best practices with respect to reasonable accommodations in the Law School setting • The number of faculty who participate in the training and professional development sessions • Feedback from students regarding their classroom experiences captured in tailored questions in course evaluation surveys 	<p>inclusive teaching practices.</p> <ul style="list-style-type: none"> • Expand and empower a faculty committee to develop best practices with respect to reasonable accommodations across the full range of the Law School’s academic programming – both doctrinal and clinical courses and graded activities. • Provide all faculty with in-depth inclusive teaching training at the start of every academic year. • Provide ongoing opportunities for faculty to engage with inclusive teaching topics through brown bag and other professional development programming throughout each academic year. • Continue to use, and tailor as necessary, course evaluation questions to measure student perceptions of the breadth and success of inclusive teaching practices. 	<p>Teaching Faculty lead</p> <p>Associate Dean for Academic Programming Ellen Katz</p> <p>Assistant Dean of Student Services Kimberly D’Haene</p>
All Constituencies	Create a Law School environment that is holistically accessible to students, faculty, and staff of all (dis)ability statuses. (To the extent that “the classroom” is a significant piece of the Law School environment, Products	<p>In the short term, success in this area will be measured by:</p> <ul style="list-style-type: none"> • Number of documented accessibility-centered initiatives. <p>In the long term, success in this area will be measured by:</p> <ul style="list-style-type: none"> • A quantitative assessment of key indicators on the University Climate Survey; and, 	<ul style="list-style-type: none"> • Continue to foster an ongoing partnership between the Law School and the Services for Students with Disabilities Office. • Proactively solicit input and feedback related to accessibility with all major building projects (e.g., library renovation). • Provide training to all faculty and staff regarding digital accessibility. • Ensure compliance with the University’s SPG 601.20 regarding Electronic and Information Technology Accessibility in all relevant communications • Provide assistive technologies/services as a standard practice for all- 	<p>Dean, in partnership with:</p> <p>Chief Operating Officer Michele Frasier Wing</p> <p>Associate Dean for Academic Programming Ellen Katz</p> <p>Assistant Dean of Student Services Kimberly D’Haene</p> <p>Chief Communications</p>

	Strategic Objective #1, above, elaborates on metrics and actions associated with holistic classroom accessibility.)	• If needed, a quantitative assessment of data collected internally at the Law School, related to individual perceptions of and experiences with holistic accessibility.	community events (e.g., Senior Day, Campbell Moot Court, SFF Auction)	Officer Shelley Rodgers
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Plans for Supporting, Tracking and Updating the Strategic Plan

The Law School’s plan for supporting, tracking, and updating the DEI 2.0 Strategic Plan is tentative, pending the vision and direction of the next permanent Dean. Presently, the key contact for stewardship of the DEI 2.0 Strategic Plan is Michele Frasier Wing, Chief Operating Officer. She will be assisted by the Law School’s DEI Implementation Lead Team (presently Associate Dean for Faculty and Research Ekow Yankah and Assistant Dean of Student Services Kimberly D’Haene and). The Inclusive Teaching Liaison will continue providing input and support to the Law School’s DEI planning and implementation.

The Law School will conduct an annual assessment of and update to the DEI 2.0 Strategic Plan. The annual process will include an opportunities for all students, faculty, and staff to:

- review the current Strategic Plan;
- provide feedback on the strategic objectives, metrics, and action items; and
- receive updates on the Law School’s progress and accomplishments

Over the course of the year, the Law School’s Administrative Leadership Team will receive updates from the DEI implementation team including:

- a summary of student, faculty, and staff feedback;
- an evaluation of measured progress related to stated objectives, action items, and metrics; and a
- prioritized list of recommendations for DEI 2.0 Strategic Plan updates

In addition, the Law School will maintain its DEI web page, ensuring all stakeholders have access to the most up-to-date information about the Law School’s plans. The timing of these initiatives will be set to coincide with the published deadlines of the University of Michigan Office of Diversity, Equity, and Inclusion for reporting and publishing Strategic Plan updates.