

Office of Diversity, Equity and Inclusion (ODEI)

Year 5 Diversity, Equity, and Inclusion Strategic Plan FY21 Action Items

I. ODEI Organizational Context

ODEI is one of many unique units within the university where its primary function is to actively promote diversity, equity and inclusion. ODEI is made up of its Assistant Vice Provosts, the Center for Educational Outreach, the Business Office, and the Office of Academic Multicultural Initiatives, and Wolverine Pathways. ODEI began to take shape in Fall of 2015 with the appointment of its leader, the now Chief Diversity Officer and Associate Vice Provost for Equity and Inclusion. ODEI became the official name of this collection of offices in Fall 2016.

From being one of the first universities to admit women in 1870 to our historic defense of race-conscious admissions 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. Today the President, Provost and other Executive Officers, as well as other senior leaders urge us to continue this commitment by taking direct and thoughtful action to ensure that the University provides a welcoming and hospitable community where all its members can thrive.

Goals: Diversity, Equity and 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.

The mission of the Office of Diversity, Equity and Inclusion (ODEI) is to lead and support university wide initiatives focused on the recruitment of a diverse faculty, staff, and student body, while fostering an inclusive and equitable university community. Our office also engages surrounding communities in mission-focused, mutually beneficial partnerships.

II. Planning Process Used/Data and Analysis/Key Findings

Implementation Lead

- Lumas Helaire, Associate Director, Office of Academic Multicultural Initiatives

Implementation Team

- April Gross, Office of Diversity, Equity, and Inclusion
- Shani Campbell, MSW, School of Social Work Masters Student

Planning Process Summary

ODEI's DEI strategic plan is very extensive as it covers the **Center for Educational Outreach**, ODEI Business Office, ODEI Evaluation and Assessment, **Office of Academic Multicultural Initiatives, and Wolverine Pathways** under the Vice Provost for Equity and Inclusion. The strategic plan includes much of the day-to-day operations for each of the major units (**in bold above**). Thus, much of the planning and implementation of action items happens within the units.

The DEI strategic plan Implementation Team focuses on the action items that cut across all of ODEI. The planning for these broader action items happens in meetings with unit directors and unit leads, via email, and via All-staff meetings, and at ODEI leadership meetings. This year the planning process was impacted by the pandemic and social unrest and protest against police brutality. Meetings intended to focus on planning for the DEI strategic plan were restructured to provide staff much needed space for processing collectively and sharing information about the university's response to current events. The DEI Implementation Lead only met with the three unit directors and the manager of the Business Office once to discuss the strategic plan this year. Typically at least two meetings are held to discuss the plan. The manager of the Business Office met with April Gross, member of the implementation team and staff member in ODEI's Business Office, to discuss and plan details of the strategic plan as well.

DIVERSITY

OUTREACH

University Outreach Council (CEO)
Wolverine Express (CEO)
Faculty Forum on Outreach and Engagement (CEO)
MCAC – college preparatory (CEO)

PATHWAYS TO U-M

Wolverine Pathways - scholars in Detroit, Southfield, and Ypsilanti
Michigan Connection (MConnect) – transfer students at six community colleges and at U-M (OAMI)

EQUITY

STAFF SUPPORT & DEVELOPMENT

Train staff on onboarding process
Workshops on: Sexual harassment and misconduct

STUDENT SUPPORT AND DEVELOPMENT

SuccessConnects – success coaching for all 1st year students (some of which are first gen, URM, scholarship) (OAMI)
Educational Training workshops on outreach (CEO)
Student organization grant programs (Project Inspire in CEO and SAMI in OAMI)

INCLUSION

Powwow coordinated by OAMI
Graduation Celebrations - African/African-American, Asian Pacific Islander, Middle Eastern/North African, Native, Latino/a/x, Undocumented, and First Generation (all celebrations are open to any graduating student at any level)
ODEI Staff Book Club
U-M MLK Symposium Keynote Lecture

III. Data and Analysis: Key Findings

Summary of Data [USE CAMPUS CLIMATE REPORT]

Based on findings from the first Climate Assessment, the leadership team chose to focus on impacting workload, compensation, and rewards. Several strategies were developed and actions

taken to improve the climate in these areas. Some of the strategies included an increase in transparency and enhancing operations. Note, these strategies and action items were also applicable to other goals within ODEI as well. This is not an exhaustive list of what was done. This is only presented to serve as examples.

Goal	Strategy	Action Item	Metric	Output/Outcome
Improve climate with regard to workload, compensation, and rewards	Transparency	Continue All-staff meetings	3-4 per year	Consistent All-staff meetings
	Enhance Operations	Create and implement onboarding process	Begin onboarding new staff	New staff onboarding process began in the fall
	Increase equity	Equity Review	None established	Equity adjustments made in the forms of pay and promotions

In 2019 leadership determined that a mid-point survey was necessary given the amount of growth and work invested to make ODEI a cohesive organization (ODEI was formed in Fall 2015-2016).

The 2019 climate assessment survey showed improvement on virtually every indicator, with the exception of two (where the difference was 0.7% and 1.5%). However, several gender differences were shown with women generally being less satisfied than men on several items; including women reported being less satisfied and having a lower sense of belonging and feeling of value in the unit than men.

In 2017, 61.8% of the staff were very satisfied with the overall climate in ODEI. In 2019, 88.1% were very satisfied with the overall climate. Workload, rewards, and compensation remain the lowest rated items, however, along with overall satisfaction, they also are where the biggest changes have occurred. The 2019 survey showed more staff strongly agreeing/agreeing that the distribution of workload and rewards and the process for determining compensation as fair and equitable.

Key Findings, Themes and Recommendations

- 1.) Conduct trainings on career advancement as a form of promoting equity
- 2.) Establish and articulate clear opportunities and expectations for accessing professional development opportunities.
- 3.) Conduct focus groups to better understand staff needs with regard to workload, compensation, rewards, sense of belonging, and feeling valued.

IV. Strategic Objectives, Measures of Success and Action Plans*

The strategic DE&I plan for the Office of Diversity, Equity and Inclusion (ODEI) covers undergraduate and graduate students, staff, faculty, and community members outside of the university. The strategic objectives, measures (metrics in some cases), and action items fall into the four domains identified by the university, Recruitment, Retention and Development, Education & Scholarship, and Promoting an Equitable and Inclusive environment, and Service.

This strategic plan has a considerable amount of action items and represents some critical paths to DEI at the university. The implementation team has considered how the units involved have a longstanding commitment and role in DEI over the years; and therefore, have been intentional in considering how to gradually meet the objectives over 5 years. Thus, while the number of action items are ambitious, many of them represent ongoing DEI initiatives.

This plan includes action items related to all of the vital strategies.

- Hiring and Selection (e.g. actions, policies, processes, development of tools, deeper dive analyses)
- Recruitment (e.g. actions, policies, processes, deeper dive analyses)
- Career Advancement (e.g. strategies, developing resources, pipeline, mentoring, deeper analyses)
- Diversity skills (staff, students, faculty, other)
- Climate enhancing activities (includes deeper dive analyses)
- Pathways for conflict resolution (includes roles, procedures, communication, deeper analyses)
- Sexual Harassment and Misconduct Prevention

FY21 Action Items

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

IV. A. Recruitment, Retention and Development

This domain is centered around how we engage various individuals or groups of people in our community in welcoming them into the institution, supporting them while they are here and contributing to their professional growth. Individuals and groups may fall into the categories of students, staff, faculty, or community members.

Undergraduate Students

Five-Year Strategic Objective 1:

Work collaboratively and cooperatively with the campus and external constituencies to sustain or grow initiatives that enrich the academic, social, cultural, and personal development of a diverse group of students.

Measures of Success (for Objective 1):

- # of students served/participating
- # of MPOD student transfers

FY21 Actions:

1. Continue to work with the Office of Admissions, Financial Aid Office and the Detroit Chamber to increase the number of Detroit Promise students enrolled at UM.
2. Continue M-Connect work with six community colleges. Continue Partnerships.

Primary DE&I Goal: Diversity

Other applicable domain: Inclusion

Staff

Five-Year Strategic Objective 1:

Ensure the diversity of staff at all levels of the division: maintain standards to improve the recruitment, hiring and selection process to enhance the potential for increasing the diversity of the staff.

Measures of Success (for Objective 1):

Implementation of onboarding guidelines in FY21 hires as captured by Salesforce.

FY21 Actions:

1. Ensure that new policies and guidelines are communicated and implemented to support equitable and inclusive staff recruitment and hiring/selection.
2. Document and process all new staff in the onboarding process.

Primary DE&I Goal: Recruitment, Retention & Development

Other applicable domain: Inclusion

Five-Year Strategic Objective 2:

Evaluate and improve practices that support the success, retention and promotion of a diverse staff.

Measures of Success (for Objective 2):

75% of unit staff are retained, promoted, or promoted out.

FY21 Actions:

1. Develop activities to support professional development and career advancement.
2. ODEI leadership review and share findings from recent Y3 climate assessment survey. If it is decided to follow-up with focus groups, then those focus groups will not be organized around identity characteristics, but will be related to "issues affecting" various constituencies. That is, rather than a focus group that only African-American staff can attend, we may have a focus group, open to all, that would address "issues affecting African-American staff".
3. Continue to communicate existing pathways to conflict resolution for responding to issues where staff may feel/perceive/experience a climate that is not inclusive. Consult with OGC where appropriate.

Primary DE&I Goal: Equity

Other applicable domain: Inclusion

IV. B. Education and Scholarship

This domain considers the teaching, training, and production of knowledge as it relates to contributing knowledge, skills, and attitudes that support DEI principles.

Staff

Five-Year Strategic Objective 1:

Foster a positive climate for diversity that encourages staff members to grow and embrace diversity as a core value and as a vital component of the division and the institution.

Measures of Success (for Objective 1):

Number of workshops and training throughout the year.

FY21 Actions:

1. Develop a presentation and model to present the ODEI DEI Strategic plan in a format that is more digestible to staff.

Primary DE&I Goal: Inclusion

Other applicable domain: Promoting an equitable and inclusive community

IV. C. Promoting an Equitable and Inclusive Community

This domain considers how structure, processes, systems are extensions and directors of culture. The domain directs us to see our influence and responsibility to shape community, while simultaneously reminding us that the voices of many are required to shape community. This domain reminds us that community, like diversity, is a verb rather than a static state.

Undergraduate Students

Five-Year Strategic Objective 1:

Work collaboratively and cooperatively with the campus and external constituencies to sustain or grow initiatives that enrich the academic, social, cultural, and personal development of a diverse group of students.

Measures of Success (for Objective 1):

of participating student organizations in SAMI

of students served/participating
of attendees

FY21 Actions:

1. Expand SuccessConnects program which delivers programmatic components to provide holistic (academic, social, and personal) success of undergraduate students through one-on-one success coaching conducted by professional staff for first year students (freshmen and transfers) and second year scholars' participation in one-on-one coaching delivered by junior/senior undergraduates that served in the role of Academic Success Partners. The program design includes a focus on students from communities that are underserved and underrepresented at the University of Michigan and also was open to any student that wanted to benefit from its opportunities.
2. Continue SAMI (Student Academic Multicultural Initiatives) which provides funding to recognized student organizations or students for diversity programs, or a personal event or project that is both academic and multicultural.
3. OAMI will coordinate end-of-the-year cultural events, open to all who are interested, that celebrate the achievements, commonalities and differences that characterize the experiences of African/African-American, Arab, Latinx, Asian Pacific Islander, First Generation, and Native communities. The graduation celebrations are part of the larger commencement experience on campus and mark a tradition of valuing the various cultural offerings to the University and world community. OAMI will continue to celebrate the cultural graduations either as an assembly or online.
4. OAMI coordinates U-M Annual Martin Luther King, Jr. Symposium Keynote Lecture focused on current political climate and prevailing and competing political ideologies across America, and provides space for young innovators in media to play a role in inspiring inclusion.
5. OAMI will partner with the Native American Student Association (NASA) to host the annual Dance for Mother Earth Powwow in April. This event provides an opportunity for you and the U-M community to experience and honor Native American heritage and history. The U-M Annual Dance for Mother Earth Powwow is one of the largest student-run Powwows in the country.

Primary DE&I Goal: Promoting an equitable and inclusive community
Other applicable domain: Inclusion

Staff

Five-Year Strategic Objective 1:

Foster a positive climate for diversity that encourages staff members to grow and embrace diversity as a core value and as a vital component of the division and the institution.

Measures of Success (for Objective 1):

of staff attendees
of meetings
Staff feedback via survey

FY21 Actions:

1. Provide unit wide gatherings once a semester for leadership to share vision related to DEI and to reinforce positive group interactions that foster a healthy unit climate.

Primary DE&I Goal: Equity
Other applicable domain: Recruitment, Retention and Development

Five-Year Strategic Objective 2:

Support a safe climate for all genders, sexes, and sexual orientations.

Measures of Success (for Objective 2):

staff who have completed the training on sexual harassment and misconduct.

FY21 Actions:

1. Ensure all staff have taken the universities online training on sexual harassment and misconduct.

Primary DE&I Goal: Promoting an equitable and inclusive community
Other applicable domain: Inclusion

IV. D. Service (as applicable)

This domain ensures that DEI efforts are part of every fabric of the institutional identity and practice. It highlights that DEI is not just about how we act within the academic side of the institution but is also about our intentional engagement beyond the campus.

Students

Five-Year Strategic Objective 1:

Continue to grow Wolverine Pathways through student participation, and successfully prepare students for entry into the university.

Measures of Success (for Objective 1):

50% or more of the scholars newly admitted and enrolled in Wolverine Pathways middle school program for fall 2019 will qualify for free or reduced lunch and/or be first-generation college goers, with at least 80% of that number being retained through the close of the fiscal year.

50% or more of our seniors will gain admission to U-M with 75% or more of that number electing to attend.

FY21 Actions:

1. The Program Manager for Operations & Recruitment will refine and update WP's strategic recruitment plan in light of the outcomes of the 2019-2020 recruiting season and WP intent to grow its reach and impact via remote programming. Program Manager for Campus and Community Relations will assess the outcomes of the revised WP application and admissions process to determine whether further improvements are warranted and institute those for the 2020-2021 recruiting year as would be compatible with WP's goal of increasing its remote footprint.
2. Modify as would be appropriate for remote programming and the constraints imposed by the COVID-19 pandemic, a scope and sequence to be instituted fall of 2020 and will strategically attend to the math literacy and critical reading and writing demands associated with the SAT and the first year of selective colleges. Continue to improve upon a scholar and parent curriculum that better supports high school selection, study habits, and the college application process in ways that are compatible with remote programming environments.
3. Define Math and ELA as the core elements of WP curriculum with opportunities to integrate Science and Social Science as would be appropriate to achieving the goals outlined as part of the scope and sequence to be instituted beginning fall 2020 and in a manner that is consistent with remote programming. Determine whether, where, and/or how to integrate financial literacy and social emotional learning given this same scope and sequence and the constraints and opportunities associated with remote programming.
4. Determine whether and how reliance on college admissions coaches and/or admissions reviewers (rather than on secondary teachers) to support the college application process should be revised in light of plans to extend WP's reach and impact via remote programming.

Primary DE&I Goal: Service

Other applicable domain: Recruitment, Retention, Development

Five-Year Strategic Objective 2:

K-12 Outreach Hub: The refined mission: The Center for Educational Outreach (CEO) supports and advances the University of Michigan's commitment to educational outreach and academic excellence. CEO partners with faculty, staff, and students to develop and implement programs that inform, engage, and inspire a diverse community of scholars.

Measures of Success (for Objective 2):

of units served

of students served

of referrals

Grow contact list

Grow UOC

Grow Faculty Forum

FY21 Actions:

1. Development of technology infrastructure. In the year ahead, we plan to Explore Canvas Catalog, as well as, continue to support any new requirements of the Children on Campus policy.
2. Development of faculty community of practice (Faculty Forum and S.O.S Fellowship);
3. Consult with schools and colleges;
4. Watson A. Young Scholarship;
5. Deliver custom campus visits for underserved schools;
6. Michigan College Advising Corps;
7. Project Inspire Grants and Workshops;
8. Wolverine Express;
9. University Outreach Council;
10. Michigan Pre-College and Youth Outreach Conference.

Primary DE&I Goal: Service

Other applicable domain: Recruitment, Retention, Development

V. Goal-related Metrics – School, college or unit measures tracked over time

School, College or Unit Metrics

Undergraduate Students

Demographic Composition:

- Headcount
- Race/ethnicity
- Sex

Graduation Rates:

- 4-Year
- 6-Year

Enrollment:

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

Staff

Demographic Composition:

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

Climate Survey Indicators:

- 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

Diversity

Makeup of workforce

Make up of supervisor cohort

Equity

Demographics of pool of employees promoted in past year

Demographics within salary bands of employees

Inclusion

participants in skill and cultural training opportunities

VI. Action Planning Tables with Details and Accountabilities

VI. A. Recruitment, Retention and Development

Key Constituency	Strategic Objective	Measure of Success	Detailed Actions Planned (measurable, specific)	Group/persons accountable	Resources needed (if applicable)
RRD - STUDENTS - Objective 1					
Students	Work collaboratively and cooperatively with the campus and external constituencies to sustain or grow initiatives that enrich the academic, social, cultural, and personal development of a diverse group of students.	# of students served/participating # of MPOD student transfers	Continue to work with the Office of Admissions, Financial Aid Office and the Detroit Chamber to increase the number of Detroit Promise students enrolled at UM.	OAMI	
Students	Work collaboratively and cooperatively with the campus and external constituencies to sustain or grow initiatives that enrich the academic, social, cultural, and personal development of a diverse group of students.	# of students served/participating # of MPOD student transfers	Continue M-Connect work with six community colleges. Continue Partnerships.	OAMI	
RRD - STAFF - Objective 1					
Staff	Ensure the diversity of staff at all levels of the division: Implement standards to improve the recruitment, hiring and selection process to enhance the potential for	Implementation of onboarding guidelines in FY21 hires #Staff survey rating level of awareness of policies/guidelines and level of comfort/confidence in resources available	Ensure that new policies and guidelines are communicated and implemented to support equitable and inclusive staff recruitment and hiring/selection.	ODEI Business Office	

	increasing the diversity of the staff.				
Staff	Ensure the diversity of staff at all levels of the division: Implement standards to improve the recruitment, hiring and selection process to enhance the potential for increasing the diversity of the staff.	Implementation of onboarding guidelines in FY21 hires #Staff survey rating level of awareness of policies/guidelines and level of comfort/confidence in resources available	Document and process all new staff in the onboarding process.		ODEI Business Office
RRD - STAFF - Objective 2					
Staff	Evaluate and improve practices that support the success, retention and promotion of a diverse staff.	75% of unit staff are retained, promoted, or promoted out.	Develop activities to support professional development and career advancement.		DEI Implementation Team
Staff	Evaluate and improve practices that support the success, retention and promotion of a diverse staff.	75% of unit staff are retained, promoted, or promoted out.	ODEI leadership review and share findings from recent Y3 climate assessment survey. If it is decided to follow-up with focus groups, then those focus groups will not be organized around identity characteristics, but will be related to "issues affecting" various constituencies. That is, rather than a focus group that only African-American staff can attend, we may have a focus group, open to all, that would address "issues affecting African-American staff".		DEI Implementation Team

	Evaluate and improve practices that support the success, retention and promotion of a diverse staff.	75% of unit staff are retained, promoted, or promoted out.	Continue to communicate existing pathways to conflict resolution for responding to issues where staff may feel/perceive/experience a climate that is not inclusive. Consult with OGC where appropriate.	ODEI Business Office	

VI.B. Education and Scholarship

Key Constituency	Strategic Objective	Measure of Success	Detailed Actions Planned (measurable, specific)	Group/persons accountable	Resources needed (if applicable)
Staff	Foster a positive climate for diversity that encourages staff members to grow and embrace diversity as a core value and as a vital component of the division and the institution.	Number of workshops and training throughout the year.	Develop a presentation and model to present the ODEI DEI Strategic plan in a format that is more digestible to staff.	DEI Implementation Team	

VI.C. Promoting an Equitable and Inclusive Community

Key Constituency	Strategic Objective	Measure of Success	Detailed Actions Planned (measurable, specific)	Group/persons accountable	Resources needed (if applicable)

Eq & Incl - STUDENTS - Objective 1

Students	Work collaboratively and cooperatively with the campus and external constituencies to sustain or grow initiatives that enrich the academic, social, cultural, and personal development of a diverse group of students.	# of participating student organizations	Expand SuccessConnects program which delivers programmatic components to provide holistic (academic, social, and personal) success of undergraduate students through one-on-one success coaching conducted by professional staff for first year students (freshmen and transfers) and second year scholars' participation in one-on-one coaching delivered by junior/senior undergraduates that served in the role of Academic Success Partners. The program design includes a focus on students from communities that are underserved and underrepresented at the University of Michigan and also was open to any student that wanted to benefit from its opportunities.	OAMI	
Students	Work collaboratively and cooperatively with the campus and external constituencies to sustain or grow initiatives that enrich the academic, social,	# of participating student organizations	Continue SAMI (Student Academic Multicultural Initiatives) which provides funding to recognized student organizations or students for diversity programs, or a personal event	OAMI	

	cultural, and personal development of a diverse group of students.		or project that is both academic and multicultural.		
Students & Campus-wide	Work collaboratively and cooperatively with the campus and external constituencies to sustain or grow initiatives that enrich the academic, social, cultural, and personal development of a diverse group of students.	# of students served/participating # of attendees	OAMI will coordinate end-of-the-year cultural events, open to all that are interested, that celebrate the achievements, commonalities and differences that characterize the experiences of African/African-American, Arab, MENA, Latinx, Asian Pacific Islander, First Generation and Native communities. The graduation celebrations are part of the larger commencement experience on campus and mark a tradition of valuing the various cultural offerings to the University and world community. OAMI will continue to celebrate the cultural graduations either as an assembly or on-line.	OAMI	
Students & Campus-wide	Work collaboratively and cooperatively with the campus and external constituencies to sustain or grow initiatives that enrich the academic, social, cultural, and personal development of a	# of students served/participating # of attendees	OAMI will partner with the Native American Student Association (NASA) to host the annual Dance for Mother Earth Powwow in April. This event provides an opportunity for you and the U-M community to experience and	OAMI	

	diverse group of students.		honor Native American heritage and history. The U-M Annual Dance for Mother Earth Powwow is one of the largest student-run Powwows in the country.		
Students & Campus-wide	Work collaboratively and cooperatively with the campus and external constituencies to sustain or grow initiatives that enrich the academic, social, cultural, and personal development of a diverse group of students.	# of students served/participating # of attendees	OAMI will Coordinate U-M Annual Martin Luther King, Jr. Symposium Keynote Lecture focused on current political climate and prevailing and competing political ideologies across America and provides space for young innovators in media to play a role in inspiring inclusion.	OAMI	
Eq & Incl - STAFF - Objective 1					
Staff	Foster a positive climate for diversity that encourages staff members to grow and embrace diversity as a core value and as a vital component of the division and the institution.	# of staff attendees # of meetings Staff feedback via survey	Provide unit wide gatherings once a semester for leadership to share vision related to DEI and to reinforce positive group interactions that foster a healthy unit climate.	ODEI Implementation Team	
Eq & Incl - STAFF - Objective 2					
Staff	Support a safe climate for all genders, sexes, and sexual orientations.	# staff who have completed the training on sexual harassment and misconduct.	Ensure all staff have taken the universities online training on sexual harassment and misconduct.		

VI.D. Service

Key Constituency	Strategic Objective	Measure of Success	Detailed Actions Planned (measurable, specific)	Group/persons accountable	Resources needed (if applicable)
Service - STUDENTS - Objective 1					
Students (WP Scholars)	Continue to grow Wolverine Pathways through student participation, and successfully prepare students for entry into the university.	50% or more of the scholars newly admitted and enrolled in Wolverine Pathways middle school program for fall 2019 will qualify for free or reduced lunch and/or be first-generation college goers, with at least 80% of that number being retained through the close of the fiscal year. 50% or more of our seniors will gain admission to U-M with 75% or more of that number electing to attend.	The Program Manager for Operations & Recruitment will refine and update WP's strategic recruitment plan in light of the outcomes of the 2019-2020 recruiting season and WP intent to grow its reach and impact via remote programming. Program Manager for Campus and Community Relations will assess the outcomes of the revised WP application and admissions process to determine whether further improvements are warranted and institute those for the 2020-2021 recruiting year as would be compatible with WP's goal of increasing its remote footprint.	Wolverine Pathways	
Students (WP Scholars)	Continue to grow Wolverine Pathways through student participation, and successfully prepare students for entry into the university.	50% or more of the scholars newly admitted and enrolled in Wolverine Pathways middle school program for fall 2019 will qualify for free or reduced lunch and/or be first-generation college goers, with at least 80% of that number being retained through	Modify as would be appropriate for remote programming and the constraints imposed by the COVID-19 pandemic, a scope and sequence to be instituted fall of 2020 and will strategically attend to the math literacy and critical reading and writing demands associated with the SAT and	Wolverine Pathways	

		<p>the close of the fiscal year. 50% or more of our seniors will gain admission to U-M with 75% or more of that number electing to attend.</p>	<p>the first year of selective colleges. Continue to improve upon a scholar and parent curriculum that better supports high school selection, study habits, and the college application process in ways that are compatible with remote programming environments.</p>		
Students (WP Scholars)	<p>Continue to grow Wolverine Pathways through student participation, and successfully prepare students for entry into the university.</p>	<p>50% or more of the scholars newly admitted and enrolled in Wolverine Pathways middle school program for fall 2019 will qualify for free or reduced lunch and/or be first-generation college goers, with at least 80% of that number being retained through the close of the fiscal year. 50% or more of our seniors will gain admission to U-M with 75% or more of that number electing to attend.</p>	<p>Define Math and ELA as the core elements of WP curriculum with opportunities to integrate Science and Social Science as would be appropriate to achieving the goals outlined as part of the scope and sequence to be instituted beginning fall 2020 and in a manner that is consistent with remote programming. Determine whether, where, and/or how to integrate financial literacy and social emotional learning given this same scope and sequence and the constraints and opportunities associated with remote programming.</p>	Wolverine Pathways	
Students (WP Scholars)	<p>Continue to grow Wolverine Pathways through student participation, and successfully prepare students for entry into the university.</p>	<p>50% or more of the scholars newly admitted and enrolled in Wolverine Pathways middle school program for fall 2019 will qualify for free or reduced lunch and/or be first-generation college goers, with at least</p>	<p>Determine whether and how reliance on college admissions coaches and/or admissions reviewers (rather than on secondary teachers) to support the college application process should be revised in light of plans to extend WP's reach</p>	Wolverine Pathways	

		80% of that number being retained through the close of the fiscal year. 50% or more of our seniors will gain admission to U-M with 75% or more of that number electing to attend.	and impact via remote programming.		
Service - CAMPUS-WIDE - Objective 2					
Campus-wide support	K-12 Outreach Hub: The refined mission: The Center for Educational Outreach (CEO) supports and advances the University of Michigan's commitment to educational outreach and academic excellence. CEO partners with faculty, staff, and students to develop and implement programs that inform, engage, and inspire a diverse community of scholars.	# of units served # of students served # of referrals Grow contact list Grow UOC Grow Faculty Forum	Development of technology infrastructure, in the year ahead, we plan to Explore Canvas Catalog, as well as, continue to support any new requirements of the Children on Campus policy.; Development of faculty community of practice (Faculty Forum and S.O.S Fellowship; Consult with schools and colleges; Watson A. Young Scholarship; Deliver custom campus visits for underserved schools; Michigan College Advising Corps; Project Inspire Grants and Workshops; Wolverine Express; University Outreach Council; Michigan Pre-College and Youth Outreach Conference.	CEO	

VII. Plans for Supporting, Tracking and Updating the Strategic Plan

The DEI Implementation Lead is the primary contact for communications regarding the plan in FY21. Lumas Helaire, Associate Director of OAMI, serves as the Implementation Lead and works with April Gross from ODEI's Business Office in implementing, tracking and writing the plan.

These groups will conduct a review of the plan in **Fall 2021** with multiple constituencies (students, staff, faculty, community members) and gather feedback and additional ideas to be implemented throughout the year. A midyear status report on progress will be presented to the liaison from the Diversity Executive Leadership Team in January. A preliminary evaluation of Year Five success measures, accomplishments against the plan as well as Year Six recommendations will be presented to ODEI Leadership in April, 2021. The implementation team will meet biweekly to track and monitor progress with the support of project management tools and the support of a graduate student assistant.