DIVERSITY, EQUITY & INCLUSION STRATEGIC PLAN IMPLEMENTATION PROJECT ORIENTATION MEETING SPONSORS & STRATEGIC LEAD CHAIRS
LEADING LIKE A GREAT CONDUCTOR

- How is this talk relevant to our shared DEI implementation effort?

- As you consider your role in the DEI Plan Implementation Project, what about this talk resonates for you? Why?

See link: https://www.ted.com/talks/ity_talgam_lead_like_the_great_conductors?language=en
Outcomes

Understanding of:
• The Implementation Project
• Your individual leadership role & responsibilities
• Your leadership role as change-agent & communicator

Agenda

I. Quick Review SL’s DEI Strategic Plan (Objectives/Actions) & Who/What
II. Discussion of Resources
III. Overview of Implementation Infrastructure & Roles/Responsibilities
IV. Review Timeline
V. Discuss Future Resource Planning
VI. Breakout Sessions for Chairs/Sponsors to “huddle”
• PARTNERSHIPS WITH SCHOOLS & COLLEGES (in DEI efforts)

The Big Picture

Five Year Target

- INCREASE ASSESSMENT CAPACITY (for DEI efforts)
- DIVERSE WORKFORCE (RECRUITMENT & HIRING PRACTICES)
- STAFF ONBOARDING (EQUITABLE & CONSISTENT)
- STUDENT ADVOCACY, SUPPORT & ENRICHMENT

- STAFF DEVELOPMENT (DEI SKILLS & AWARENESS)
- STUDENT DEVELOPMENT (INCLUSIVE MINDSET)
- MULTICULTURAL HUB FOR STUDENTS (TROTTER on State Street)

- RECRUIT, RETAIN & SUPPORT A DIVERSE COMMUNITY
- INCLUSIVE & EQUITABLE CAMPUS CLIMATE
- SUPPORT INCLUSIVE SCHOLARSHIP & TEACHING
- SERVICES SUPPORT
### SUMMARY OF STAFF PLAN

<table>
<thead>
<tr>
<th>U-M Strategy</th>
<th>Student Life Objective</th>
<th>Student Life Priority (Anna with Anjali)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create an Inclusive &amp; Equitable Campus Climate</td>
<td><strong>Build Staff Development DEI Skills &amp; Awareness</strong></td>
<td>STRENGTHEN, INNOVATE &amp; ASSESS</td>
</tr>
<tr>
<td>Recruit, Retain &amp; Support a Diverse Community</td>
<td><strong>Diverse Workforce (inclusive recruitment &amp; hiring)</strong></td>
<td>STRENGTHEN &amp; INNOVATE</td>
</tr>
<tr>
<td></td>
<td><strong>Staff Onboarding (equitable &amp; consistent)</strong></td>
<td>STRENGTHEN, INNOVATE &amp; ASSESS</td>
</tr>
</tbody>
</table>
**OBJECTIVES (ACROSS FOCUS AREAS):**

1. **Build Staff Development DEI Skills & Awareness**
2. **Diverse Workforce (inclusive recruitment & hiring)**
3. **Staff Onboarding (equitable & consistent)**

### STRENGTHEN
- Infuse competencies into training & performance appraisals
- Expand *Unconscious Bias Training* for all staff
- Cultivate a more diverse student staff team
- Onboarding tools for Managers & Units

### INNOVATE
- Train Supervisors in conflict management grounded in DEI
- Develop more accessible professional development experiences
- Hiring philosophy, interviewing practices, search committee training
- Increase access through student internship program

### ASSESS
- Assess current DEI training efforts
- Evaluate, Assess & Align Orientation & training programs with DEI

---

**STAFF**

**Five-Year Plan Summary**

**Sponsor:** Anjali

**Chair:** Anna
<table>
<thead>
<tr>
<th>U-M Strategy</th>
<th>Student Life Objective</th>
<th>Student Life Priority (Chair with Sponsor)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create an Inclusive &amp; Equitable Campus Climate</td>
<td>Inclusive Student Mindset: Strategic Introduction to Campus</td>
<td>INNOVATE Marilyn (with Loren)</td>
</tr>
<tr>
<td></td>
<td>A Multicultural Hub for Students (Trotter on State Street)</td>
<td>STRENGTHEN Jackie (with Royster)</td>
</tr>
<tr>
<td>Recruit, Retain &amp; Support a Diverse Community</td>
<td>Advocacy, Support &amp; Enrichment</td>
<td>STRENGTHEN Will (with Royster)</td>
</tr>
<tr>
<td>Support Inclusive Scholarship &amp; Teaching</td>
<td>Student Life partnerships with Schools &amp; Colleges on DEI Matters</td>
<td>STRENGTHEN Monita (with Simone)</td>
</tr>
<tr>
<td>Services Support</td>
<td>Increase Assessment Capacity</td>
<td>ASSESS Holly (with Simone)</td>
</tr>
<tr>
<td><strong>STUDENT Five-Year Plan Summary</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>-----------------------------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>STRENGTHEN</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sponsor: Royster</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chair: Jackie</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trotter Multicultural Center</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Build &amp; develop a hub at center of campus for multicultural education, activities &amp; community-building</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Advocacy, Support &amp; Enrichment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Increase capacity for key units &amp; best practice programs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Assess &amp; strengthen coordination &amp; links to align programs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• First Year Experience</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Assess &amp; explore realignment to increase capacity in FYE</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>INNOVATE</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sponsor: Simone</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chair: Monita</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Student Life partnerships with Schools &amp; Colleges on DEI Matters</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Explore &amp; develop a sustainable model for how to meet current campus-wide demands for consultation &amp; educational programming</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inclusive Student Mindset: Strategic Introduction to Campus</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Intercultural Development Inventory Initiative*</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Programs for Peacebuilding through an Intercultural Lens</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ASSESS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sponsor: Royster</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chair: Will</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase Assessment Capacity</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Invest in staffing &amp; development to align programs &amp; initiatives</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assessment Support for DEI Objectives</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Assess &amp; explore realignment to increase capacity in FYE</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Intercultural Development Inventory Initiative</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Assess &amp; strengthen coordination &amp; links to align programs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sponsor: Simone</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chair: Marilyn</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Overview of Objectives &amp; Action Items</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sponsor: Simone</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chair: Holly</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Student Engagement Initiative - Access, Transparency & Trust

On behalf of the University and in partnership with units across campus, facilitate broad and diverse student engagement with the University's diversity, equity and inclusion efforts to ensure relevancy and responsiveness to current community needs.

1. Develop an Undergraduate and Graduate/Professional DE&I Student Advisory Board to enlist student perspectives on DE&I plan implementation and assessment efforts.

   Executive Lead: Royster
   Sponsor: Laura
   Chair: Amir

2. Use existing infrastructure devoted to facilitating student voices in shaping the institution to ensure the DE&I Plan is responsive, relevant and community-owned.

3. Advocate for necessary refinement and realignment during the implementation phase to ensure relevancy and responsiveness to student needs.
## CROSS-UNIT STRATEGIC LEADERSHIP – MATRIX MODEL

<table>
<thead>
<tr>
<th>Focus Area/Objectives</th>
<th>Sponsor</th>
<th>Strategic Lead Chair</th>
<th>Strategic Lead Team</th>
<th>Action Teams</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Staff Plan: ALL Objectives</strong></td>
<td>Anjali Anturkar</td>
<td>Anna Ruszkiewicz</td>
<td>Anita Bohn, Kerin Borland, Steve Mangan, Todd Sevig</td>
<td>TBD by Strategic Lead Team</td>
</tr>
<tr>
<td><strong>Student Plan: Strengthen Advocacy/FYE/Enrichment Programs</strong></td>
<td>Royster Harper</td>
<td>Will Sherry</td>
<td>Trey Boynton, Mary Jo Callan, Sarah Daniels, Amanda McLittle, Erik Wessel</td>
<td>TBD by Strategic Lead Team</td>
</tr>
<tr>
<td><strong>Student Plan: Strengthen A New Trotter</strong></td>
<td>Royster Harper</td>
<td>Jackie Simpson</td>
<td>Michael Swanigan &amp; Others (TBD)</td>
<td>TBD by Strategic Lead Team</td>
</tr>
<tr>
<td><strong>Student Plan: Strengthen Schools &amp; Colleges Partnerships</strong></td>
<td>Simone Himbeault Taylor, Monita Thompson</td>
<td>Kerin Borland, Mary Jo Callan, Judith Pennywell</td>
<td>TBD by Strategic Lead Team</td>
<td></td>
</tr>
<tr>
<td><strong>Student Plan: Innovate Objectives</strong></td>
<td>Loren Rullman</td>
<td>Marilyn Tyus</td>
<td>Mary Jo Desprez, Judith Pennywell, Jackie Simpson, Michael Widen</td>
<td>TBD by Strategic Lead Team</td>
</tr>
<tr>
<td><strong>Student Plan: Assessment Objectives</strong></td>
<td>Simone Himbeault Taylor, Holly Rider-Milkovich</td>
<td>Lisa Harris, Stuart Segal, Pat Gurin</td>
<td>TBD by Strategic Lead Team</td>
<td></td>
</tr>
<tr>
<td><strong>Community Engagement</strong></td>
<td>Laura Blake Jones</td>
<td>Amir Baghdadchi</td>
<td>Nate Hill, Sarah Button, Abby Fanelli, Zikra Hussain</td>
<td>TBD by Strategic Lead Team</td>
</tr>
</tbody>
</table>

**Implementation Leads:** Mary Jo Callan & Judith Pennywell (Student) & Anna Ruszkiewicz (Staff)  
OVPSP Strategic Operations: Anita Bohn, Lindsey Ferguson, Jennifer Meyer Schrage (Lead)
More Organic Approach:
- “Matrix” Model for Implementation (Localized Authority & Autonomy)
- Working/Iterative Document (Ongoing Student Voice/Input)

“If in doubt, just ask.”

Effective Individual Leadership:
- Communication
- Initiative
- Persistence
- Collaboration
- Supportive
- High-Trust
CURRENT RESOURCES

DEI Plan Funding:
+ Stabilization Funds (for existing roles in key DEI units)
+ 7.5 FTEs for units devoted to DEI work
+ 150K each year for next 3 years for IDI Pilot (total 450K)

Current Allocation:
+ 1 FTE CCI
+ 1 FTE IGR
+ 1 FTE International Center
+ 1 FTE MESA
+ 1 Spectrum Center
+ Additional 2.5 FTE? (TBD see below)

Remaining Allocation:
+ Support for Staff Plan?
+ Funding for Assessment? (supports Strengthen & Innovate Work)
DEI Plan Implementation

Roles & Responsibilities

Leadership for Objectives & Actions

Connecting to Campus-Wide Plan

Coordination & Project Management

Ongoing Student Voice in the Plan

Community Engagement Sponsor & Lead

Sponsors & Strategic Lead Chairs

OVPSL Strategic Operations Team

Institutional Implementation Leads
OVPSL STRATEGIC LEADERSHIP & OPERATIONS

• Royster Harper, VPSL
  • Strategic Ops Team: Anita Bohn, Lindsey Ferguson, Jennifer Meyer Schrage (Lead)

• Role: “Provide direction, guidance, support & coordination for implementation project” (Project Management)
  • Support Institutional Implementation Leads in obtaining/distributing necessary and timely information on plan progress (to facilitate IILs work with central DEI group)
  • Check-in with Strategic Lead Chairs to assess progress and provide support
  • Keep Sponsors up to date on timeline and coordination issues/solutions

• Accountable to VPSL
INSTITUTIONAL IMPLEMENTATION LEADS

- Mary Jo Callan, Director, Ginsberg Center
- Judith Pennywell, Director, International Center
- Anna Ruszkiewcz, Director, Student Life Human Resources

Role: “Serve as Student Life ‘ambassadors’ to central DEI Implementation Group”
- Report centrally on the plan implementation, related functions, action timelines, progress, and communicate info to/from the central planning group on behalf of Student Life
- Provide consultation to inform and guide implementation project management to ensure alignment with central DEI group’s desired objectives and progress

Accountable to VPSL (while serving Institutional Implementation Group)
SPONSORS

- Anjali Anturkar (Staff Plan)
- Laura Blake Jones (DEI Community Engagement)
- Royster Harper (Strengthen: Advocacy, FYE, Enrichment, Trotter)
- Simone Himbeault Taylor (Strengthen: Schools & Colleges Partnerships, Assess)
- Loren Rullman (Innovate: Student Mindset – IDI & Peacebuilding)

Role: “Provide guidance and accountability for Strategic Lead Chairs to facilitate achieving assigned objectives on schedule.”

- Negotiate with VPSL regarding necessary Plan refinements, alignment, resources, etc.
- Provide accountability for timeline and deliverables
- Use sphere of influence to build bridges and remove barriers to assist Chairs in achieving objectives

Accountable to VPSL
STRATEGIC LEAD CHAIRS

• Amir Baghadadchi (DEI Community Engagement)
• Marilyn Tyus (Innovate: Student Mindset – IDI & Peacebuilding)
• Holly Rider-Milkovich (Assess)
• Anna Ruszkiewics (Staff Plan)
• Will Sherry (Strengthen: Advocacy, FYE, Enrichment)
• Jackie Simpson (Strengthen: Trotter)
• Monita Thompson (Strengthen: Schools & Colleges Partnerships)

• Accountable to: Sponsor
STRATEGIC LEAD CHAIR

• Role: “Provide leadership (direction & oversight) to deliver on assigned objective.”
  • Authority and autonomy to refine and align objectives and determine necessary action items in consultation with Sponsor.
  • Develop work plan and teams to facilitate action steps.
  • Consult with Sponsor, as needed/appropriate.
  • Communicate status to Strategic Ops Leads to inform project management and IILs work with central DEI group

• Accountable to: Sponsor
PHASE GATES FOR STRATEGIC LEAD CHAIRS
YEAR ONE

Confirm Game Plan
- PHASE GATE: Nov 15, 2016
  • Refine/define work plan
  • Map timeline

Mid-Year Progress
- PHASE GATE: March 15, 2017
  • Report: Status & Issues/Solutions
  • Schedule Check

End of Year Reports
- PHASE GATE: MAY 15, 2017
  • Report: Year One Work Plan Deliverables
  • Begin Year Two Planning

DEI Central Report
- PHASE GATE: July-Sept. 2017
  • Assess & Report on Progress
  • Clarify Next Year’s Goals
Institutional Timeline – 5-Year DEI Strategic Plan

**SEPTEMBER 2016**
U-M 5-YEAR DE&I STRATEGIC PLAN ANNOUNCED

- **2016-17**: Begin Year-One Implementation
- **2017-18**: SEPT 2017 Begin Year-Two Implementation
- **2018-19**: SEPT 2018 Begin Year-Three Implementation
- **2019-20**: SEPT 2019 Begin Year-Four Implementation
- **2020-21**: SEPT 2020 Begin Year-Five Implementation

**JULY – SEPT Each Year**
- Assess and Report on Progress
- Clarify Next Year’s Goals

**MARCH – MAY 2019**
Mid-term Campus-wide Progress Review
- Assess and report on progress against plans
- Create Mid-term U-M Report

**MARCH – MAY 2021**
Evaluate Progress against Five Year Plan
- Assess progress against plans at School/College/unit Level
- Roll up to Summary U-M Report on Progress
Future Resource Planning

Future Resource Requests (data-driven & strategic)

- Importance of delivering on Year One (credibility for future funds)
- Current plan for next strategic DEI request is at U-M’s DEI Mid-Term (Winter 2018)
- May also make requests as part of SL’s annual budget process based on identified needs
CONFIRM GAME PLAN
Phase Gate: November 15th

Game Planning for Year One

Develop a work plan and provide summary report:

1) Affirm or refine your team's Strategic Objectives/Actions for Year One
2) Provide sufficient details mapping the key deliverables/tasks for Year One
3) Commit to a timeline for Year One target completion dates

Summary Report (Work Plan) due by end of day November 14, 2016
Email to Sponsor & Strategic Ops Team (Anita, Lindsey, Jennifer)
ACCESS, TRANSPARENCY, ACCOUNTABILITY

• March 15 & May 15 (Formal Project Report Phase Gates)
• Ongoing DEI briefings at Leadership Assembly, UpClose, Student Advisory Groups, Etc.
• SL’s DEI Implementation Project Website for all SL staff
  https://staff.studentlife.umich.edu/dei
BREAKOUT HUDDLES – SPONSORS & CHAIRS

Reserved time for Chairs/Sponsors to:

• Review Work Plan development/status
• Go over resource considerations (HR & Budget ?s)
• Consult on questions and clarifications
• Discuss issues/solutions
• Discuss preferred meeting schedule