

University of Michigan Athletic Department Diversity, Equity and Inclusion Strategic Plan Five-Year Strategic Objectives, Measures and FY17 Actions

I. Diversity Equity and Inclusion Strategic Plan: Overview

Michigan Athletics strives to be a national leader in providing equal opportunities to all segments of our unit. We are committed to promoting diversity because we believe in the benefits of having a variety of backgrounds, thoughts, and life experiences. We believe it puts us in the most competitive state in order to be relevant in the world today. Additionally, with the perceived gaps in equity that are present, we believe that we gain emotional support by being leaders in social justice.

As President Schlissel said in his September 9, 2015 remarks, “We cannot be excellent without being diverse.” Our academic community must support the potential and success of all its members and the Michigan Athletic Department plans to do just that. We are committed to making sure our student-athletes and staff members feel included, represented, and have a level of comfort regardless of background, upbringing, and worldview.

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.

II. Planning Process Summary

Planning Team:

Ruquel Atchison – Planning Lead – Academic Counselor
Alma Davila-Toro – Events Manager & Director of Championships
Claiborne Green – Director of Football Academic Services
*Elizabeth Heinrich – Executive Senior Associate Athletic Director and Chief Student
Development and Compliance Officer*
Jeremy Marra – Athletic Trainer
Steph Parrish – Coordinator, Student Engagement
Brian Townsend – Director of Student-Athlete Leadership and Development
Ann Vollano – Assistant Athletic Director, Compliance

Planning Process Summary:

- Athletic Department Meeting
- Staff Focus Groups
- Staff and Student-Athlete Survey
- Student-Athlete Town Hall
- Institutional Data – Human Capital Report

III. Data and Analysis: Key Findings

Summary of Data / Themes:

Athletic Department Staff Themes

- Succession Planning
- Mentoring Opportunities
- Improve Staff Recruitment / Hiring Practices
- Onboarding New Staff
- Supervisor Sensitivity Training
- Gender Salary Differences
- Leadership Transparency (Communication)
- Work/Life Balance Challenges
- Social Identity Awareness/Training
- Tools for Difficult Conversations
- Integrate More with Campus
- Inclusive Department Space

Student-Athlete Themes

- Celebrate Differences on Teams
- Coach Transparency (Communication)
- Undercover/Intentional Biases
- Stereotyping on Campus by Faculty and Students
- Unintentional Separation – Starters/Non-Starters
- Body Image Issues
- Academic Expectations
- Faculty Relationships
- Team vs Team Dynamic

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

The Athletic Department plan covers staff (including head/assistant coaches) and student-athletes. The strategic objectives needed to further the university-wide goals of diversity, equity & inclusion have been aggregated into four domains determined by the University. Each of these strategic objectives are accompanied by success measures 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 Section VI. The Athletic Department has a working relationship with a group of UM faculty known as the Academic Performance Committee (APC). The Committee has authority to examine and appraise the academic performance of all student-athletes to determine their eligibility for competition in intercollegiate athletics, and to take any other action regarding such candidates as may seem necessary. They also act as a liaison with the faculty for student and faculty issues. In the near future, we plan to engage this committee to gain input regarding the student-athlete data collected and our strategic planning efforts.

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

IV. A. Recruitment, Retention and Development**Constituency: Student-Athletes**

Five-Year Strategic Objective 1: Increase percentage of underrepresented minority student-athletes with a goal of attaining a critical mass.

Measures of Success:

- Percentage of underrepresented minority student-athletes.

FY17 Actions: Establish a working group of coaches, student-athletes, administrators and Diversity Committee representatives to assess opportunities to expand efforts to reach more talented underrepresented minority student-athletes for recruitment consideration.

Primary DE&I Goal: Diversity

Other Applicable Domain: Recruiting

Constituency: Athletic Department Staff

Five-Year Strategic Objective 2: Increase the percentage of underrepresented minorities in full time athletics positions, with the goal of attaining a critical mass, to further diversify the department.

Measures of Success:

- Assessment of diversity percentages.

FY17 Actions: Assess the gap and utilize Athletics Department Diversity Committee in effort to increase underrepresented minority applicants and identify employment candidates who are proficient in diversity issues. Also explore a variety of associations and organizations to generate pool of candidates.

Primary DE&I Goal: Diversity

Other Applicable Domain: Recruiting

Constituency: Athletic Department Staff

Five-Year Strategic Objective 3: Increase the percentage of underrepresented minorities in supervisory positions within Athletics.

Measures of Success:

- Annual review of staffing percentages for supervisory positions.

FY17 Actions: Evaluate supervisors within the Athletics Department on their efforts to promote the professional development of employees reporting to them.

Primary DE&I Goal: Equity

Other Applicable Domain: Retention & Development

Constituency: Athletic Department Staff

Five-Year Strategic Objective 4: Develop and implement training session on Diversity, Equity and Inclusion issues for all new Athletics Department employees.

Measures of Success:

- Use assessment tool to measure impact of session.

FY17 Actions: Identify resources to aid in development of programming.

Primary DE&I Goal: Inclusion

Other Applicable Domain: Retention

Constituency: Athletic Department Staff

Five-Year Strategic Objective 5: Provide increased professional development opportunities that offer a system of mentoring, personal and professional growth, and networking, so employees feel more a part of a diverse and inclusive staff.

Measures of Success:

- In conjunction with supervisors, conduct annual review of employee attendance at various Athletic Department and campus events/educational sessions.

FY17 Actions: Review the HR professional development budget and also gather information from individual departments regarding how funds for professional development opportunities are allocated. Also, research campus resources for possible collaboration.

Primary DE&I Goal: Retention & Development
Other Applicable Domain: Inclusion

IV. B. Education and Scholarship

Constituency: Student-Athletes

Five-Year Strategic Objective 1: Use sports as a vehicle to promote understanding, respect, and equality by working with the RISE (The Ross Initiative in Sports for Equality – risetowin.org) program to co-create a curriculum for Michigan student-athletes.

This objective is cross-referenced with Promoting an Equitable and Inclusive Community

Measures of Success:

- Pre and post-program survey; Work with School of Public Health and CEDER (Center for Education Design, Evaluation & Research) to identify qualitative and quantitative feedback from participants.

FY17 Actions: Launch the RISE program to student-athletes through training throughout FY17.

Primary DE&I Goal: Diversity
Other Applicable Domain: Inclusive Climate

Constituency: Student-Athletes

Five-Year Strategic Objective 2: Select Consultant, Derek Greenfield to assist with increasing the literacy of our student-athletes and to help create the importance of "Why" DE&I is a priority.

This objective is cross-referenced with Promoting an Equitable and Inclusive Community

Measures of Success:

- Pre and post-program survey; Work with School of Public Health and CEDER (Center for Education Design, Evaluation & Research) to identify qualitative and quantitative feedback from participants.

FY17 Actions: Derek Greenfield will meet with incoming freshmen in early September 2016.

Primary DE&I Goal: Inclusion
Other Applicable Domain: Development

Constituency: Athletic Department Staff

Five-Year Strategic Objective 3: Pilot active learning program to train and develop Athletic Department team members.

This objective is cross-referenced with Promoting an Equitable and Inclusive Community

Measures of Success:

- Pre and post-program survey to fine tune program to launch for FY18 as department wide training.

FY17 Actions: Consultant, Derek Greenfield will meet with pilot group of Athletic Department staff members in Fall 2016.

Primary DE&I Goal: Inclusion

Other Applicable Domain: Development

IV. C. Promoting an Equitable and Inclusive Community

Constituency: Athletic Department Staff

Five-Year Strategic Objective 1: Create a DE&I Staff Committee that is responsible for assessing the Athletic Department climate yearly and assisting with moving the strategic plan forward.

Measures of Success:

- # of staff members represented from each department to serve on the committee.
- Develop survey to assess department climate.

FY17 Actions:

- Expand knowledge of committee members and supervisors regarding DE&I so they can promote it within their respective departments.
- Research evaluation tools.
- Meet monthly to seek input on strategic plan and to brainstorm new ideas going forward.

Primary DE&I Goal: Inclusion

Other Applicable Domain: Education

Constituency: Athletic Department Staff

Five-Year Strategic Objective 2: Assess future building plans for potential inclusive spaces that are designed to meet the various needs of staff members.

Measures of Success:

- # of spaces created.

FY17 Actions:

- Identify current areas throughout the Athletic Department that can be easily transformed into inclusive spaces.
- Include inclusive spaces in future facilities.

Primary DE&I Goal: Equity

Other Applicable Domain: Service

Constituency: Athletic Department Staff

Five-Year Strategic Objective 3: Improve cultural sensitivity and awareness demonstrated by those in supervisory roles. Supervisors will be held accountable for evaluating the climate within their own units and ensuring diversity, equity and inclusion goals are being promoted.

Measures of Success:

- Staff feedback – Climate survey.
- # of supervisors that participate in training sessions.

FY17 Actions:

- Research effective evaluation tools.
- Identify potential trainers/facilitators.

Primary DE&I Goal: Inclusion

Other Applicable Domain: Education

Constituency: Athletic Department Staff

Five-Year Strategic Objective 4: Create opportunities for employees with similar interests and experiences to connect by organizing employee resource groups.

Measures of Success:

- # of groups created.
- # of participants per group.

FY17 Actions:

- Identify potential employee groups by conducting a short survey to gauge interest and to get staff feedback/input.
- Research possible campus connections for groups that may already be in existence.

Primary DE&I Goal: Inclusion

Other Applicable Domain: Recruitment, Retention & Development

Constituency: Athletic Department Staff

Five-Year Strategic Objective 5: Partner with the Learning and Professional Development Office (LPD) on campus as well as the Faculty and Staff Assistance Program (FASAP) to develop appropriate pathways for conflict resolution.

Measures of Success:

- The identification of potential resources.
- The utilization of those resources.

FY17 Actions: Explore campus educational opportunities dealing with conflict resolution.

Primary DE&I Goal: Equitable & Inclusive Community

Other Applicable Domain: Retention & Development

IV. D. Service

Constituency: Fans and Community Members

Five-Year Strategic Objective 1: Ensure all of our digital platforms are accessible to everyone, including those with visual and hearing impairment.

Measures of Success:

- Are our platforms in line with ADA provisions for accessibility?

FY17 Actions: Determine which components of our digital platforms are and are not compliant.

Primary DE&I Goal: Inclusion

Other Applicable Domain: Service

Constituency: Fans and Community Members

Five-Year Strategic Objective 2: Through our partnership with RISE, we will continue to explore ways to communicate the importance of honoring and celebrating diversity, equity and inclusion with our Michigan and Big Ten communities (campus, fans, donors). Our current mechanism for doing so includes public service announcements that are shown at athletic events and on the Big Ten network.

Measures of Success:

- Through tracking campus outreach initiatives and collaborations.

FY17 Actions: Identify campus partners to connect with regarding community engagement programming opportunities.

Primary DE&I Goal: Service

Other Applicable Domain: Inclusion

Constituency: Athletic Department Staff

Five-Year Strategic Objective 3: Implement inclusive customer service training for all staff members to equip them with tools to support fans and community members from all identities and backgrounds.

Measures of Success:

- Track incoming complaints/constructive feedback and have this decrease over five-year period. Additionally, utilize audience research methods to measure their satisfaction and comfort at our events.

FY17 Actions:

- Determine best practices in inclusive service training.
- Solicit feedback from fans and community members about their experiences as baseline data.
- Develop mechanism to gather feedback.

Primary DE&I Goal: Inclusion

Other Applicable Domain: Service

V. Goal-Related Metrics – Athletic Department Measures Tracked Over Time

Diversity

- Makeup of workforce demographics
- Makeup of supervisor cohort

Equity

- Demographics of employees promoted

Inclusion

- # participants in training opportunities
- Climate Survey Results

VI. Action Planning Tables with Details and Accountabilities

VI. A. Recruitment, Retention and Development

Key Constituency	Strategic Objective	Measures Of Success	Detailed Actions Planned (measurable, specific)	Group/ persons accountable	Resources needed (if applicable)
Athletic Dept Staff	Increase the percentage of underrepresented minorities in full time athletics positions, with the goal of attaining a critical mass, to further diversify the department.	Assessment of diversity percentages.	<ol style="list-style-type: none"> 1. Form standing Diversity Committee from within Athletics Department staff. 2. Use Diversity Committee to extend networks when recruiting for positions. 3. Have one or more representatives from Diversity Committee meet with all interview candidates to specifically focus on candidates' proficiency regarding diversity issues. 	Elizabeth Heinrich, Executive Senior Associate Athletic Director and DE&I Staff Committee	
Athletic Dept Staff	Increase the percentage of underrepresented minorities in supervisory positions within Athletics.	Annual review of staffing percentages for supervisory positions.	<ol style="list-style-type: none"> 1. Adjust annual performance evaluation for supervisors to include an assessment of what developmental opportunities they provided to employees. 2. Include opportunity for employees to evaluate supervisor on DE&I issues as part of annual performance review process. 	Elizabeth Heinrich, Executive Senior Associate Athletic Director and HR Director	
Athletic Dept Staff	Develop and implement training session on Diversity, Equity and Inclusion issues for all new Athletics Department employees.	Use assessment tool to measure impact of session.	<ol style="list-style-type: none"> 1. Explore internal and external resources to aid in developing a curriculum for a new employee DE&I session (likely in conjunction with developing a department-wide training program). 2. Develop an assessment 	HR Director and DE&I Staff Committee	\$20,000 to \$25,000 for consultant, trained facilitators, and/or survey instrument

			tool for measuring impact and effectiveness of program. Development of programming may require a budget commitment in future years for consultant.		
Student-Athletes	Increase the percentage of underrepresented minority student-athletes with a goal of attaining a critical mass	Percentage of underrepresented minority student-athletes.	1. Working Group will meet and assess opportunities to expand efforts to reach more talented underrepresented minority student athletes for recruitment consideration without negatively impacting competitiveness of programs. 2. Working Group will disseminate strategies and resources to all coaching staffs.	Elizabeth Heinrich, Executive Senior Associate Athletic Director and Sport Administration	
Athletic Dept Staff	Provide increased professional development opportunities that offer a system of mentoring, personal and professional growth, and networking, so employees feel more a part of a diverse and inclusive staff.	In conjunction with supervisors, conduct annual review of employee attendance at various Athletic Department and campus events/ educational sessions.	1. Review the HR professional development budget and also gather information from individual departments regarding how funds for professional development opportunities are allocated. 2. Also, research campus resources for possible collaboration.	HR Director, Leadership Team and DE&I Staff Committee	

IV. B. Education and Scholarship

Key Constituency	Strategic Objective	Measures Of Success	Detailed Actions Planned (measurable, specific)	Group/ persons accountable	Resources needed (if applicable)
Student-Athletes	Use sports as a vehicle to promote understanding, respect, and equality by working with the RISE (The Ross Initiative in Sports for Equality – risetowin.org) program to co-create a curriculum for Michigan student-athletes. <i>*This objective is cross-referenced with Promoting an Equitable and Inclusive Community*</i>	Pre and post-program survey; Work with School of Public Health and CEDER (Center for Education Design, Evaluation & Research) to identify qualitative and quantitative feedback from participants.	2016-17 academic year begin RISE program and pilot with 6 teams- 3 male, 3 female	Brian Townsend, Director of Student-Athlete Leadership and Ruquel Atchison, Diversity Planning Lead	
Student-Athletes	Select Consultant, Derek Greenfield to assist with increasing the literacy of our	Pre and post-program survey; Work with School of Public Health and CEDER (Center for Education Design,	Derek Greenfield will build community within student-athletes with training and discussion, leading into RISE program	Brian Townsend, Director of Student-Athlete Leadership and Ruquel Atchison,	

	<p>student-athletes and to help create the importance of "Why" DE&I is a priority.</p> <p><i>*This objective is cross-referenced with Promoting an Equitable and Inclusive Community*</i></p>	<p>Evaluation & Research) to identify qualitative and quantitative feedback from participants.</p>		Diversity Planning Lead	
Athletic Dept Staff	<p>Pilot active learning program to train and develop Athletic Department team members.</p> <p><i>*This objective is cross-referenced with Promoting an Equitable and Inclusive Community*</i></p>	<p>Pre and post-program survey to fine tune program to launch for FY18 as department wide training.</p>	<p>Derek Greenfield will facilitate an action learning program with Athletic Department team members to create conversation and encourage feedback for solutions around DEI challenges.</p>	<p>Elizabeth Heinrich, Executive Senior Associate Athletic Director and DE&I Staff Committee</p>	\$1,000

IV. C. Promoting an Equitable and Inclusive Community

Key Constituency	Strategic Objective	Measures Of Success	Detailed Actions Planned (measurable, specific)	Group/ persons accountable	Resources needed (if applicable)
Athletic Dept Staff	<p>Create a DE&I Staff Committee that is responsible for assessing the Athletic Department climate yearly and assisting with moving the strategic plan forward.</p>	<p># of staff members represented from each department to serve on the committee</p> <p>Develop survey to assess department climate</p>	<p>Recruit staff members to serve on Diversity Committee that have an interest in this work. Committee will consist of a minimum of 12 members.</p> <p>Research campus resources that have climate surveys already developed to see if we can utilize one that has already been created. If not, select company or campus resource to help us develop survey.</p> <p>Identify trained DE&I facilitators to hold educational sessions with Staff Committee.</p>	<p>Elizabeth Heinrich, Executive Senior Associate Athletic Director and Ruquel Atchison, Diversity Planning Lead</p>	
Athletic Dept Staff	<p>Assess future building plans for potential inclusive spaces that are designed to meet the various needs of staff members.</p>	<p># of spaces created</p>	<p>The Diversity Committee will work with Director of Facilities to review future building plans and identify current space in the department that can be easily revamped.</p>	<p>Rob Rademacher, Executive Senior Associate Athletic Director and Chief Operating Officer and DE&I Staff Committee</p>	
Athletic Dept Staff	<p>Improve cultural sensitivity and awareness demonstrated by those in supervisory roles. Supervisors will be held accountable for evaluating the climate within their own units and ensuring</p>	<p>Staff Feedback – Climate Survey</p> <p># of supervisors that participate in training sessions</p>	<p>Develop climate survey for staff members to evaluate supervisors.</p> <p>Identify trained DE&I facilitators to hold educational sessions with supervisors.</p>	<p>HR Director and DE&I Staff Committee</p>	

	diversity, equity and inclusion goals are being promoted.				
Athletic Dept Staff	Create opportunities for employees with similar interests and experiences to connect by organizing employee resource groups.	# of groups created. # of participants per group.	Identify potential employee groups by conducting a short survey to gauge interest and to get staff feedback/input. Research possible campus connections for groups that may already be in existence.	HR Director and DE&I Staff Committee	
Athletic Dept Staff	Partner w/the Learning and Professional Development Office (LPD) on campus as well as FASAP to develop appropriate pathways for conflict resolution.	The identification of potential resources. The utilization of those resources.	Explore campus educational opportunities dealing with conflict resolution.	HR Director and DE&I Staff Committee	

IV. D. Service

Key Constituency	Strategic Objective	Measures Of Success	Detailed Actions Planned (measurable, specific)	Group/ persons accountable	Resources needed (if applicable)
Athletic Dept Staff	Implement inclusive customer service training for all staff members to equip them with tools to support fans and community members from all identities and backgrounds.	Track incoming complaints/construc tive feedback and have this decrease over five-year period. Additionally, utilize audience research methods to measure their satisfaction and comfort at our events.	1. Determine best practices in inclusive service training. 2. Solicit feedback from fans and community members about their experiences as baseline data.	Director of External Relations and DE&I Staff Committee	
Fans and Community Members	Ensure all of our digital platforms are accessible to everyone, including those with visual and hearing impairment.	Are our platforms in line with ADA provisions for accessibility?	1. Partner with Office for Institutional Equity to develop list of changes that must be made to become compliant. 2. Develop plan to implement with necessary stakeholders. 3. Roll out incremental updates to content over course of 5-year period. 4. Beginning in FY18, ensure all video content on MGoBlue.com and social media is closed captioning capable.	Director of External Relations and DE&I Staff Committee	
Fans and Community Members	Through our partnership with RISE, we will continue to explore ways to communicate the importance of honoring and	Through tracking campus outreach initiatives and collaborations.	Identify campus partners to connect with regarding community engagement programming opportunities.	Brian Townsend, Director of Student-Athlete Leadership, Ruquel Atchison, Diversity	

	celebrating diversity, equity and inclusion with our Michigan and Big Ten communities (campus, fans, donors). Our current mechanism for doing so includes public service announcements that are shown at athletic events and on the Big Ten network.			Planning Lead, Director of External Relations, and DE&I Staff Committee	
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VII. Plans for Supporting, Tracking and Updating the Strategic Plan

The Athletic Department Diversity, Equity and Inclusion Strategic Plan Project Lead is the key contact for stewardship of the plan in FY16. Athletic Department Leadership Team members will oversee and assist in tracking and supporting the plan implementation. The DE&I Staff Committee will also contribute to these efforts.

These groups will conduct a review of the plan in Fall 2016 with multiple constituencies and gather feedback and additional ideas to be implemented throughout the year. A midyear status report on the progress will be presented to the Athletic Department Leadership Team in January and a final evaluation of Year One success measures, accomplishments against the plan as well as Year two recommendations will be presented to the team beginning in April 2017.