

Office of Enrollment Management DEI 1.0 Summary

The Office of Enrollment Management (OEM) is deeply committed to the campus-wide efforts to increase diversity, equity, and inclusion on our campus. (OEM) is composed of the Office of Undergraduate Admissions (OUA), the Office of Financial Aid (OFA), the Office of the Registrar (RO), the Office of New Student Programs (ONSP), and the central OEM Administration Office, and our units work together to meet the enrollment goals and initiatives of our campus.

During the period of DEI 1.0 - from 2016 - 2021, OEM engaged in many initiatives, with a strategic focus on diversity, equity, and inclusion. We developed many programs designed to enhance current practices from a DEI lens for students, staff, and our campus partners. What follows is a high-level summary of our efforts over the course of five years.

Student Focus

Over the DEI 1.0 time period, there were many initiatives focused on students, both current and prospective. University priorities are focused on enrolling a more diverse student body, broadly defined, and supporting all students while they are here. What follows are just some of the initiatives undertaken with a focus on our students.

- Recruitment programming for both admissions and financial aid was enhanced in order to attract and enroll and support a more diverse student body.
- Under-resourced prospective and admitted students were provided with application and orientation fee waivers, funding for travel to campus, and support through the undergraduate laptop program which provides students from low-income backgrounds access to a computer.
- Additional financial aid dollars were added to the university budget to support students and add to the socioeconomic diversity on our campus.
- The Go Blue Guarantee (GBG) was initiated in order to communicate to students from low-income backgrounds within our state that a Michigan education is affordable.
- OEM and Student Life to lead a task force focused on student success, which resulted in many recommendations.

Staff Focus

With a staff of nearly 200 regular employees, the effort to engage our team members in DEI initiatives was substantial. What follows are just some of the initiatives undertaken to focus on our staff.

- We convened a DEI Committee that developed and leveraged campus programming for OEM staff to drive engagement and learning in DEI.
- We changed human resources practices including hiring procedures, DEI programming participation, and onboarding practices with DEI a core tenant.
- We conducted equity reviews for specific job classifications and used available funding to make some equity improvements.

- We implemented the practice of exit interviews for all staff departing our organization to gather information in order to learn and inform future employment practices.

Campus Focus

- We partnered with the campus during the pandemic to create more inclusive teaching practices by supporting course modality shifts.
- We worked with university leadership to implement grading policy changes
- We partnered with the campus to develop a process related to emergency relief funding during the pandemic

Highlights

We are proud of our many accomplishments during the DEI 1.0 period. What follows are some initiatives we have chosen to highlight.

Veteran and Military-Connected Student Support

U-M views its military-affiliated members as a distinct population that broadens the diversity of campus life. Prospective and current military-connected students receive ongoing support through the Veteran and Military Services program (VMS), with services that include application assistance, help in accessing VA educational benefits, advocacy, referrals to local and campus resources, and a peer-to-peer mentoring program called PAVE (Peer Advising for Veteran Education) that matches current student veterans with incoming student veterans to provide support and guidance throughout the academic year. In October 2019, OEM changed its residency requirements for military-connected students to include Chapter 31 and the Montgomery GI Bill. Chapter 31 assists veterans with service-connected disabilities to find and retain jobs, while the GI Bill helps qualifying veterans and their family members access educational grants and other resources. In 2022, U-M added Chapter 35, a VA benefit that makes all qualified dependents and survivors eligible for in-state tuition rates.

Federal Funding to Support Students During COVID-19

The Higher Education Emergency Relief Fund (HEERF) was implemented by the federal government to support students and universities with financial challenges during the COVID-19 pandemic. In all, U-M distributed three rounds of HEERF funding for student emergency grants. Expediting and tracking the grant process in a timely way required a significant amount of resources, flexibility and cross-campus collaboration. The Office of Financial Aid (OFA) was responsible for distributing the funds, based on an application process created in collaboration with the university's ITS department. Working in partnership with the Office of Research and Sponsored Projects, Sponsored Programs, Treasury and the Office of Budget and Planning, OFA distributed a total of \$57.6M in grants to more than 28,500 students. Students enrolled in spring/summer 2021 also received block grants. The goal was to assist as many students as possible. Thus, when international students were deemed ineligible by the U.S. Department of Education, OFA used other institutional funding to provide support.

Low-income Enrollment Initiatives

OEM implemented several strategies in an effort to increase our application volume and enroll more low-income students. Initiatives such as the Go Blue Guarantee - a statewide marketing campaign, sought to communicate to low-income students that U-M is affordable, and thus encourage applications from qualified students. OEM partnered with Community-Based Organizations (CBO's) to put U-M on the radar of more students from geographically diverse backgrounds. In addition, the Victors financial aid award focuses on low-income, non-resident students by giving them a four-year financial aid commitment.

Academic Enterprise Support During the Pandemic

OEM is a core unit that interfaces across campus in all of our units. During the pandemic, as our campus had to adjust many practices, procedures and policies, the Registrar's Office played a crucial role in supporting campus-wide efforts related to course modality changes and grading policy changes. On our decentralized campus, this required strong communication, coordination, and fast action in order to support our students and create the safest learning environments possible under the circumstances. The change in grading policy was necessary in order to support all our students, understanding that the pandemic impact would be variable, and our students needed options related to their grades.

OEM DEI Committee & Staff Programming

At the start of DEI 1.0, OEM was a relatively new organization. In order to foster cross-organizational engagement, and build team and relationships we created a DEI committee that guided our efforts to bring DEI programming to our organization. Passionate, and committed team members conceptualized and implemented diverse programming including book clubs, guest speakers, and promotion of campus events.

Climate Survey

OEM participated in the 2017 and 2021 climate surveys. It should be noted that due to turnover, which is not uncommon in many of our units, there may not be a great deal of overlap in those individuals who took both surveys. That said, we gained topline insights from a review of both climate surveys, and will continue to analyze our results.

Next Steps and DEI 2.0

At the time of the writing of this summary document, OEM is in the process of taking the DEI 1.0 report, and the Climate survey results to our organization. In August 2022, we held our first all-staff meeting since the pandemic and provided a high-level overview of the report and initial findings. We are still awaiting specific climate survey results for our units and look forward to disseminating this information as it is made available.

When looking forward to DEI 2.0, OEM has identified the following areas where we plan to focus our initial attention:

- We will build upon and measure the effectiveness of our targeted programs intended to broadly diversify our undergraduate student body.
- We will build upon our efforts to continue broader outreach and recruitment for staff and develop consistency in hiring practices and onboarding.
- We will develop tailored professional development opportunities specific to job type / role.
- We will develop a revised staffing model for DEI efforts which creates greater organizational stability and the opportunity for additional engagement of more staff.
- OEM will remain dedicated to staff pay equity reviews and adjustments. We will also adjust for lessons learned and communicate expectations with staff only after we secure the ability to execute the adjustments.
- We will align our organizational structure in a way that better allows us to articulate and achieve campus goals.
- We will revisit recommendations provided by the Student Success Task Force in 2019, completing work that was sidelined by the pandemic, in an effort to improve the student experience.