

Office of Enrollment Management

Diversity, Equity and Inclusion Strategic Plan | FY 2024 - Revised 9/27/23

Strategic Plan Overview

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

Mission:

At the University of Michigan, our dedication to academic excellence for the public good is inseparable from our commitment to diversity, equity, and inclusion. It is central to our mission as an educational institution to ensure that each member of our community has full opportunity to thrive in our environment, for we believe that diversity is key to individual flourishing, educational excellence and the advancement of knowledge.

Background:

From being one of the first universities to admit women in 1870 to our historic defense of race conscious admission 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. This commitment rests upon our recognition of the history in the United States of racial, ethnic, and gender discrimination as well as our understanding that our progress as an institution of higher learning will be enhanced with a vibrant community of people from many backgrounds.

Values:

- We must act with deliberateness and humility as we seek to respect and leverage diversity, ensure equity, and promote inclusion.
- We must examine and learn from the outcomes of our past efforts and work to improve them.
- We must act on our commitment, in accordance with the law, to contribute to a just society and to affirm the humanity of all persons.

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, 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 Office of Enrollment Management]:

The Office of Enrollment Management is a student-centered, evidence-based, technology-driven division that is innovative in spirit and seeks to be best-in-class in all efforts. It assists and engages staff while collaborating with campus partners in support of the university's mission and commitment to academic quality, diversity, equity, and inclusion.

Key Strategies & Constituencies *(All strategic objectives and related actions will be pursued in accordance with the law and University policy.)*

The Office of Enrollment Management has internal and external constituencies of interest for this plan.

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

- Building upon and measuring the effectiveness of our targeted programs intended to broadly diversify our undergraduate student body.
- Continuing our efforts to have broader outreach and recruitment for staff and develop consistency in hiring practices and onboarding.
- Developing tailored professional development opportunities specific to job type / role in an effort to retain broadly diverse and talented staff.
- Remaining dedicated to staff pay equity reviews and adjustments.
- Aligning our organizational structure in a way that better allows us to achieve campus objectives.
- Revisiting 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.
- Collaborating with campus partners to achieve shared enrollment objectives.
 - Measurable items include recruitment programming efforts, coordinated campus meetings, strategic enrollment planning documents.
- Developing a revised staffing model for DEI efforts which creates greater organizational stability and the opportunity for the additional staff engagement.
- Developing a DEI education program that focuses on DEI skill-building in areas of interest for individual staff members:
 - Identifying specific skills, sharing reports and creating a skills inventory

- Reinstating DEI education requirement for OEM staff members
- Documenting DEI activity participation on an annual basis in staff performance evaluations
- Training for all staff including students, permanent and temporary in DEI areas to include Unconscious Bias

Planning Process Used

Planning Lead(s):

- *Erica Sanders, (2022-2023) Assistant Vice Provost and Executive Director of Undergraduate Admissions*
- *Matt Mueller, (2022-2024) Associate Director for Fund Management and Special Projects*
- *Adeeb Mozip, (2023-2025) Executive Director of Business Operations*

Planning Team:

- *Erica Sanders, Assistant Vice Provost and Executive Director of Undergraduate Admissions*
- *Matt Mueller, Associate Director for Fund Management and Special Projects*
- *OEM Executive Team*
- *OEM DEI Committee*

Planning Process Summary:

OEM used forums and focus groups to solicit ideas and provide feedback on proposed objectives for the 2.0 DEI plan. The process of developing the plan was initially discussed with OEM executive leadership to seek feedback and ensure that leaders were supportive and actively encouraged their team members to participate in engagement opportunities. We shared the distal objectives, provided by ODEI, of people, process, and product and divided team members into small groups allowing for robust conversation which resulted in a significant amount of input.

Team members in focus groups met separately and then shared their input with the other groups. The information was collected, analyzed and grouped into four major themes. The implementation leads took the information to the OEM DEI Committee for further discussion and input. The four major themes are highlighted in the next section. Ultimately, executive leadership signed off on this plan.

Data and Analysis: Key Findings

Summary of Data:

As the front door to the university and the unit formally charged to admit and enroll undergraduate students, we plan to work with schools and colleges to help achieve their stated DEI 2.0 enrollment objectives with the hopes of improving campus outcomes. Our unit is a key driver/contributor in helping achieve the DEI-related objectives of the university. To be a successful partner, it is essential that we retain current staff and recruit broadly diverse new team members. Much of the information gathered from our team at large points to further developing our organization and positioning ourselves to be an exemplary campus partner.

Key Findings, Themes and Recommendations:

Four themes emerged that informed our planning process:

- *Retention/skill development of current staff.*
- *Recruiting a broadly diverse student population that can be successful at Michigan.*
- *Collaboration inside and outside of OEM to achieve shared objectives.*
- *DEI education/awareness/skillbuilding.*

Strategic Objectives, Measures of Success and Action Plans*

Introduction:

The Office of Enrollment Management plan applies to all OEM staff, as well as prospective, admitted and enrolled undergraduate students. The strategic objectives needed to further the university-wide objectives 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 objectives of specific units and groups.

UNDERGRADUATE STUDENTS

Strategic Objective 1:

As a priority for the university, we will continue and build upon targeted programming to support the broad diversification of our undergraduate student body.

Metrics:

Review targeted programs and identify events and activities most effective in increasing applications submissions, admits and yield to assist with diversifying the undergraduate first year and transfer student populations. Track application submissions, admits and yield of targeted programs/events.

Actions:

- 1. Expand on-campus visit opportunities and extend to more recruitment markets.*
- 2. Create relevant programming/experiences that are accessible to, in particular, recruitment populations of interest.*
- 3. Explore and create engagement opportunities and partnerships for students earlier in the pipeline (ex. Wolverine Pathways).*

Primary DEI Goal: *Increase diversity of undergraduate student body.*

STAFF

Strategic Objective 2:

We will build upon our efforts to continue broader outreach and recruitment of staff and develop consistency in hiring practices and onboarding. We will develop tailored professional development opportunities specific to job type / role. Enhancing our recruitment and staff professional development model will create greater organizational stability and the opportunity to engage and retain more of our staff.

Constituencies: *ALL OEM staff (permanent, temporary, full and part-time.)*

Metrics:

Document action taken to 1) continue to provide opportunities for staff input into programming offered within OEM and track attendance of staff attending, 2) create and document potential pathways to promotion by the end of 2024, 3) create and document workplace “best practice” strategies staff share during annual review process by the end of 2024, and 4) document exit interview process and share feedback with leadership on annual basis. Track staff recruitment and retention across demographic groups.

Actions:

- 1. Use surveys and staff engagement groups to solicit input from staff to provide the framework for the content included in staff development programming.*
- 2. Use surveys and staff engagement groups to measure usefulness and relevance for work and personal development of team members.*

3. *Encourage staff participation and engagement in staff development opportunities by providing robust programming within OEM.*
4. *Communicate opportunities for advancement by creating “Pathways to Promotion” within OEM and the individual offices (Financial Aid, ONSP, Registrar’s, Undergraduate Admissions).*
5. *Continue to notify all staff members of employment opportunities within OEM.*
6. *Continue utilization of inclusive hiring committees across OEM, posting opportunities on wide-ranging, industry-appropriate national websites, and incorporation of current industry best practices for position advertisements to engage top talent.*
7. *Incorporate standard training for all hiring committees to include Anti-Racism, Disability Awareness and Inclusion, LGBTQIA+, Retaliation Prevention, Sexual and Gender Based Misconduct, Unconscious Bias and Understanding Privilege.*
8. *Utilize exit interviews to understand why staff leave and review feedback for opportunities to adapt.*

Primary DEI Goal: *Foster staff inclusion by creating engagement opportunities at all levels for professional growth and development that will support the retention of highly skilled, broadly diverse staff to achieve divisional and university objectives.*

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.

STAFF

Strategic Objective 1:

We will set direction in OEM by improving the alignment of our efforts to campus priorities to meet overall university enrollment objectives. Enrollment objectives will be well articulated, clearly communicated and measurable when possible.

Metrics: *Document efforts to work with campus, including information shared. We will catalog campus facing communications that include one-time and recurring communications by the end of 2024.*

Actions:

Work with campus partners to increase programming for low-income/first gen students throughout the first year of enrollment.

1. *Enhance mentorship and engagement opportunities that will increase participation and foster successful student transitions for all incoming students, including veterans and affiliated family members, first generation and underrepresented student populations, among others).*

2. *Work with campus partners effectively to achieve shared enrollment objectives.*
3. *Utilize campus groups, including campus advisory groups (UAAC, FAAC, Communicators Forum, etc.) to solicit for consideration as we refine our yearly enrollment objectives.*
4. *Increase information sharing across OEM offices, while complying with relevant regulations.*
5. *Provide continuing education opportunities for staff to increase awareness and knowledge competency of programs and services available to students on campus.*
6. *Continue to have management periodically reach out to ask staff about concerns, including through monthly one-on-one sessions, through informal check-ins, mid-year and annual performance review and at other times as needed.*
7. *Publicize existing university pathways for reporting concerns and to encourage staff and students to report concerns for resolution.*
8. *Encourage staff to report concerns for resolution to the management and/or human resources team and the Equity, Civil Rights and Title IX Office (ECRT), as needed.*
9. *Provide guidance and consultation at the local, state and national level (as needed) to secondary and post-secondary institutions regarding best practices for recruitment, admissions and enrollment.*

Primary DEI Goal: *Supporting the creation of an equitable campus by including decision makers across campus.*

UNDERGRADUATE STUDENTS

Strategic Objective 2:

We will explore the development of additional student transition programming to support successful acclimation and community building for new students based on work completed by the Student Success Task Force and incorporate lessons learned from the pandemic.

Metrics: *Gather feedback from incoming students through surveys to determine if programming offered met student needs, or if additional gaps and opportunities exist over the next two admissions cycles.*

Actions:

1. *Conduct an assessment of both orientation and transitional support programs offered through the Office of New Student Programs to identify gaps and areas for increased intervention methods.*
2. *Engage campus partners in data collection to identify which students are served and engaged by current transitional support programs and high impact experiences and where gaps and opportunities exist.*

Primary DEI Goal: *Utilizing student input to create a more equitable campus experience.*

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.

STAFF

Strategic Objective 1:

We will develop a DEI education program to encourage staff to create an inclusive environment which supports a positive campus community environment. The program will focus on DEI skill-building in standard areas of competency to promote increased understanding of differences.

Metrics: *We will expand the quantity of training events offered by creating an executive summary of programming and training opportunities provided yearly and share them with staff by the end of 2023. Track training events offered and produce a yearly summary of opportunities.*

Actions:

- 2. Identify specific skills and utilize campus training courses in standard areas of competency to include: Anti-Racism, Disability Awareness and Inclusion, LGBTQIA+, Retaliation Prevention, Sexual and Gender Based Misconduct, Unconscious Bias and Understanding Privilege.*
- 3. Incorporate at least one DEI education and engagement opportunity at staff events, whenever possible.*
- 4. Reinstate annual DEI education requirement for staff, to be included in and discussed during annual performance review.*
- 5. Increase awareness of DEI events on campus, including opportunities for staff to debrief and share, by instituting a quarterly brown bag lunch series.*

Primary DEI Goal: *Increase mindset of Diversity, Equity and Inclusion by providing educational enrichment opportunities and training.*

Goal-related Metrics – OEM Measures Tracked Over Time (updated August 30, 2023)

OEM Metrics:

Staff

Demographic Composition:

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

Climate Survey Indicators:

- *Satisfaction with unit climate/environment 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*

OEM strives to create a work atmosphere in the division that is equitable and inclusive, treating each other with respect, civility, and professionalism. Our Staff Engagement Council is composed of representatives from each of the enrollment management units. This council is charged, in partnership with the OEM HR team, to develop staff recognition, plan all-staff meetings and our annual conference, and offer additional engagement opportunities to foster greater cross-organization collaboration and learning. Through these efforts, and other professional development opportunities, OEM continues to look for opportunities to build and improve our organizational culture.

Action Planning Tables with Details and Accountabilities

PEOPLE (Recruitment, Retention & Development)

Key Constituency	Strategic Objective	Associated Metrics	Detailed Actions Plan (measurable,specific)	Group/person accountable
Undergraduate Students	<p>As a priority for the university, we will continue and build upon targeted programming to support the diversification of our undergraduate student body.</p> <p>Primary DEI Goal: Increase diversity of undergraduate student body.</p>	<p>1) Review targeted programs and identify events and activities most effective in increasing applications submissions, admits and yield to assist with diversifying the undergraduate first year and transfer student populations. 2) Track Application submissions, admits and yield of targeted programs/events.</p>	<ol style="list-style-type: none"> 1. Expand on-campus visit opportunities and extend to more recruitment markets. 2. Create relevant programming/exp experiences that are accessible to recruitment populations of interest. 3. Explore and create engagement opportunities and partnerships for students. 	<p>Erica Sanders, Tammie Durham Luis, Beth Marmarelli, and OEM Executive Team</p>
Staff	<p>We will build upon our efforts to continue broader outreach and recruitment of staff and develop consistency in</p>	<p>Document action taken to 1) provide opportunities for staff input into programming offered within OEM and track attendance of staff attending, 2)</p>	<ol style="list-style-type: none"> 1. Use surveys and staff engagement groups to solicit input from staff to provide the framework for the content included in staff development programming. 2. Use surveys and staff engagement 	<p>Adeeb Mozip, Nichele Moses, OEM HR Team, and OEM Executive Team</p>

	<p>hiring practices and onboarding. We will develop tailored professional development opportunities specific to job type/role. A revised staffing model for DEI efforts will create greater organizational stability and the opportunity for the engagement of more staff" to "Enhancing our recruitment and staff professional development model will create greater organizational stability and the opportunity to engage and retain more of our staff.</p> <p>Primary DEI Goal: Foster staff inclusion by creating engagement opportunities at all levels for professional growth and development</p>	<p>create and document potential pathways to promotion by the end of 2024, 3) create and document workplace “best practice” strategies staff share during annual review process by the end of 2024, and 4) document exit interview process and share feedback with leadership on annual basis. 5)track staff recruitment and retention across demographic groups.</p>	<p>groups to measure usefulness and relevance for work and personal development of team members.</p> <ol style="list-style-type: none"> 3. Encourage staff participation and engagement in staff development opportunities by providing robust programming within OEM. 4. Communicate opportunities for advancement by creating “Pathways to Promotion” within OEM and the individual offices (Financial Aid, ONSP, Registrar’s, Undergraduate Admissions). 5. Continue to notify all staff members of employment opportunities within OEM. 6. Continue utilization of inclusive hiring committees across OEM, posting 	
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	<p>that will support the retention of highly skilled diverse staff to achieve divisional and university objectives.</p>		<p>opportunities on wide-ranging, industry-appropriate national websites and incorporation of current industry best practices for position advertisements to engage top talent.</p> <p>7. Incorporate standard training for all hiring committees to include Anti-Racism, Disability Awareness and Inclusion, LGBTQIA+, Retaliation Prevention, Sexual and Gender Based Misconduct, Unconscious Bias and Understanding Privilege.</p> <p>8. Utilize exit interviews to understand why staff leave and review feedback for opportunities to adapt.</p>	
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PROCESS (*Promoting & Equitable & Inclusive Community*)

Key Constituency	Strategic Objective	Associated Metrics	Detailed Actions Plan (measurable,specific)	Group/person accountable
Staff	<p>We will set direction in OEM by aligning our efforts to campus priorities, and refining our structure to better support our efforts to meet our overall objectives. Objectives will be well articulated, clearly communicated and measurable when possible.</p> <p>Primary DEI Goal: Supporting the creation of an equitable campus by including decision</p>	<p>Document efforts to work with campus, including information shared. We will catalog all campus facing communications that include one-time efforts and recurring communications by the end of 2024.</p>	<ol style="list-style-type: none"> 1. Work with campus partners to increase programming for low-income/first gen students throughout the first year of enrollment. 2. Enhance mentorship and engagement opportunities that will increase participation and foster successful student transitions for all incoming students, including veterans and affiliated family members, first generation and underrepresented student populations, among others). 3. Work with campus partners effectively to achieve shared enrollment objectives. 4. Utilize campus groups, including campus advisory groups (UAAC, FAAC, Communicators Forum, etc.) to solicit for consideration as we refine our yearly objectives. 5. Increase information sharing across OEM offices, where legally possible. 	<p>Erica Sanders, Joe Colangelo, Beth Marmarelli, and OEM Executive Team</p>

	makers across campus.		<ol style="list-style-type: none"> 6. Provide continuing education opportunities for staff to increase awareness and knowledge competency of programs and services available to students on campus. 7. Provide guidance and consultation at the local, state and national level (as needed) to secondary and post-secondary institutions regarding race neutral best practices for recruitment, admissions and enrollment. 	
Undergraduate Students	We will explore the development of additional student transition programming to support successful acclimation and community building for new students based on work completed by the Student Success Task	Gather feedback from incoming students through surveys to determine if programming offered met student needs, or if additional gaps and opportunities exist over the next two admissions cycles.	<ol style="list-style-type: none"> 1. Conduct an assessment of both orientation and transitional support programs offered through the Office of New Student Programs to identify gaps and areas for increased intervention methods. 2. Engage campus partners in data collection to identify which students are served and engaged by current transitional support programs and high impact experiences, and where gaps and opportunities exist. 	Joe Colangelo and OEM Executive Team

	<p>Force and incorporate lessons learned from the pandemic.</p> <p>Primary DEI Goal: Utilizing student input to create a more equitable campus experience.</p>			
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PRODUCTS (*Education, Scholarship & Service*)

Key Constituency	Strategic Objective	Associated Metrics	Detailed Actions Plan (measurable,specific)	Group/person accountable
Staff	We will develop a DEI education program to encourage staff to create an inclusive environment which supports a positive campus community environment. The program will focus on DEI skill-	Expansion of training events offered and creating an executive summary of programming and training opportunities provided yearly and shared them with staff by the end of	<ol style="list-style-type: none"> 1. Identify specific skills and utilize campus training courses in standard areas of competency to include: Anti-Racism, Disability Awareness and Inclusion, LGBTQIA+, Retaliation Prevention, Sexual and Gender Based Misconduct, Unconscious Bias and Understanding Privilege. 2. Incorporate at least one DEI education and engagement opportunity 	Adeeb Mozip, Matt Mueller, Nichele Moses, and the OEM Executive Team

	<p>building in standard areas of competency to promote increased understanding of differences.</p> <p>Primary DEI Goal: Increase mindset of Diversity, Equity and Inclusion by providing educational enrichment opportunities and training.</p>	<p>2023.. Track training events offered and produce a yearly summary of opportunities.</p>	<p>at staff events, whenever possible.</p> <ol style="list-style-type: none"> 3. Reinstate annual DEI education requirement for staff, to be included in and discussed during annual performance review. 4. Increase awareness of DEI events on campus, including opportunities for staff to debrief and share, by instituting a quarterly brown bag lunch series. 	
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Plans for Supporting, Tracking and Updating the Strategic Plan

OEM will offer town hall meeting discussions to share the DEI 2.0 plans and solicit feedback from the OEM team members

Feedback from the town hall meetings, surveys and focus groups will be summarized in a yearly report and also will help to influence programming for staff members. The report will be shared with the leadership groups of each OEM office and the OEM leadership team.