LSA DEI 2.0 Strategic Plan: Executive Summary

The LSA DEI 2.0 Strategic Plan includes 10 broad Strategic Goals that span the constituents comprising our LSA community: faculty (including tenure-track faculty, lecturer faculty, postdoctoral scholars, and research fellows), staff, undergraduate students, and graduate students. These Strategic Goals serve as an overarching framework for specific strategic objectives which are tailored to the needs of different constituencies.

LSA's 10 Strategic Goals

1. Increase the diversity of LSA faculty, staff, and students to achieve abundant representation of marginalized groups through equitable search, outreach, and recruitment practices.

2. Increase the number of faculty and staff with demonstrated DEI competencies.

3. Increase equity and inclusion within LSA through improved policies and practices.

4. Improve the climate within LSA through greater belonging and support.

5. Increase opportunities for LSA community members to develop DEI competencies.

6. Increase infrastructure to support the needs of LSA members from different groups.

7. Develop and implement a DEI communications strategy.

8. Support the development of unit-level DEI plans for all LSA units.

9. Articulate and develop (where needed) pathways to conflict resolution.

10. Identify priorities for DEI fundraising.

See strategic objectives for each constituent group on pages 4-7 and read the full strategic plan here.

LSA's DEI Commitment

Diversity, equity, and inclusion are an integral part of LSA's vision, mission, and values. We are committed to making LSA an inclusive, equitable, and collaborative space to learn, teach, work, discover, and thrive together. Embracing our differences is essential to achieving our shared goals of producing groundbreaking research, providing a world-class liberal arts education, and making a positive impact on our diverse society.

LSA's Approach to the DEI Strategic Plan

LSA's strategic plan seeks to foster diversity, equity, and inclusion for all members of our academic community.[1] This includes faculty, staff, and undergraduate and graduate students, as well as alumni of the college. Moreover, LSA is committed to the systemic change required to create true equity, inclusion, and belonging through anti-racist, gender-inclusive, and accessible policies and practices that advance the college's mission.

Doing the Work of Diversity, Equity, and Inclusion

We recognize "DEI" as distinct objectives that require different approaches in order to bring about desired organizational change:

Diversity requires accurate data on the composition of the LSA community and an understanding of specific barriers that maintain the underrepresentation of certain groups. Importantly, efforts to increase diversity must focus on addressing prior and present-day exclusions to produce meaningful change.[2]

Equity is achieved by eliminating structural barriers that are often woven into policies and practices that appear neutral but create disparate outcomes tied to identity. Therefore, equity requires careful attention to the impact of such policies and practices as well as other efforts to provide individuals with access to opportunities and desired outcomes.

Inclusion reflects actions undertaken to make members of the community feel valued, respected, and welcomed. Organizations can promote inclusion through supportive mechanisms as well as by removing any inequities in the impact of policies and practices that would otherwise foster experiences of value, respect, and belonging.

We see the work of diversity, equity, and inclusion as requiring a set of DEI competencies, which we define as the knowledge of DEI concepts, interventions, and best practices as well as the skills, abilities, and behaviors to implement them.[2] These include inclusive teaching and mentoring practices, cultural

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

[2] Our definition draws from the work of several scholars:
— Sylvester, C.-Y., Sánchez-Parkinson, L., Yettaw, M., & Chavous, T. (2019). The Promise of Diversity Statements: Insights and a Framework Developed from Faculty Applications. Currents, 1(1), 151-170.
— Page, S. E. (2017). The diversity bonus: How great teams pay off in the knowledge economy. Princeton University Press.
— Williams, D. (2013). Strategic Diversity Leadership: Activating Change and Transformation in Higher Education. Stylus Publishing Press.

respect, an ability to engage and collaborate effectively across differences, and culturally relevant decision-making.

Honoring Commitments

Our strategic plan honors commitments to address concerns of task force/work groups convened to draw upon the deep experience and expertise of members of the community; these include the Anti-Racism Task Force convened in 2020; the Sexual and Gender-Based Misconduct Prevention Working Group convened in 2020; the Race & Ethnicity Degree Requirement Work Group convened in 2021; the Work Group on Admissions convened in 2021; and the LGBTQ+ Working Group convened in 2022.

Principles

As we developed LSA's DEI 2.0 Strategic Plan, we had several guiding principles in mind:
- Meeting the moment with big ideas and bold approaches
- Prioritizing systemic and structural approaches
- Using an anti-racist lens
- Centering anti-oppression perspective
- Taking an intersectional approach

Working Towards Abundant Representation

LSA's DEI 2.0 Strategic Plan aims to create the conditions to allow historically underrepresented groups to achieve abundant representation. Our goal is to see continuous improvement towards abundant representation in our LSA community and we focus our strategic plan efforts on reducing gaps.

Building on Past Successes

The strategic plan also draws on the successful diversity, equity, and inclusion initiatives that emerged as part of LSA's DEI 1.0 Strategic Plan which spanned from 2016-2021. These include activities that build the DEI infrastructure to support the college's DEI efforts, increase access to higher education, improve systemic policies and practices to support equity, support DEI knowledge and implementation, and support individual careers and career development.

LSA Planning Process

Our 10 Strategic Goals and specific strategic objectives were developed with much data and input:
- 2017 and 2021 U-M Campus Climate Survey on DEI findings
- DEI 1.0 self-assessment and final evaluation reports
- LSA task force and workgroup reports and the Black Student Union's "More Than 4: Four Point Platform"
- Community input from the DEI@LSA event held January 2023; online feedback survey and feedback from the LSA Advancement staff survey; focus groups with faculty (n = 7), staff (n = 7), undergraduate students (n = 4), and graduate students (n = 3); feedback from the Major/Minor undergraduate event; and input from leadership including chairs, directors, chief administrators, Dean's Cabinet, and LSA's Implementation Leads Group

Faculty Initiatives

Below are the specific strategic objectives for LSA faculty, organized by their associated strategic goal.

Strategic Goal 1: Increase the diversity of LSA faculty, staff, and students to achieve abundant representation of marginalized groups through equitable search, outreach, and recruitment practices.
- Develop resources for writing strong application statements for faculty applicants, starting with Diversity, Equity, and Inclusion statements.
- Evaluate ways to enhance LSA's faculty dual-career support.
- Examine processes around lecturer faculty hiring.*

Strategic Goal 2: Increase the number of faculty and staff with demonstrated DEI competencies.
- Hire 32 extraordinary scholars whose research, teaching, and service would contribute to diversity and equal opportunity in higher education. Scholars can be recruited as postdoctoral fellows/assistant professors or new associate professors.
- Pilot a DEI cohort mentoring program for existing LSA Collegiate Fellows.
- Integrate the use of DEI statements as part of the hiring process for tenure-track and Lecturer I and III faculty positions.
- Integrate DEI competencies as a part of promotion and tenure evaluations for tenure-track faculty.

Strategic Goal 3: Increase equity and inclusion within LSA through improved policies and practices.
- Improve data collection and disaggregation of underrepresented groups to inform DEI practices.
- Conduct college-wide faculty and staff reviews for equity in processes, starting with service equity.
- Determine equity gaps in faculty retention.*

Strategic Goal 4: Improve the climate within LSA through greater belonging and support.
- Implement a 3-year pilot climate consultant program to support LSA leaders with DEI climate challenges.
- Develop guidance and infrastructure to support accessible LSA events.
- Increase digital accessibility through guidance and training.
- Enhance community/affinity groups within LSA.
- Continue to provide faculty professional development support.
- Explore mechanisms to increase sense of belonging and support among LSA postdoctoral scholars.*

Strategic Goal 5: Increase opportunities for LSA community members to develop DEI competencies.
- Provide opportunities for all LSA employees and graduate students to develop DEI knowledge and competencies.
- Develop and administer LSA LEAD, DEI training for small cohorts of new associate professors.
- Increase support for faculty teaching Race & Ethnicity courses.
- Build more opportunities for faculty to engage in equity-minded practices; continued support for Inclusive Teaching website.

Strategic Goal 6: Increase infrastructure to support the needs of LSA members from different groups.
- Build DEI capacity to support the 2.0 plan.
- Following the 3-year pilot, evaluate whether and how to institutionalize the LSA Disability Navigators.

Strategic Goal 7: Develop and implement a DEI communications strategy.
Strategic Goal 8: Support the development of unit-level DEI plans for all LSA units.
Strategic Goal 9: Articulate and develop (where needed) pathways to conflict resolution.
Strategic Goal 10: Identify priorities for DEI fundraising.

*Activities that do not begin in the first year of the strategic plan

Staff Initiatives

Below are the specific strategic objectives for LSA staff, organized by their associated strategic goal.

Strategic Goal 1: Increase the diversity of LSA faculty, staff, and students to achieve abundant representation of marginalized groups through equitable search, outreach, and recruitment practices.
- Ensure all staff search processes are conducted in an inclusive and equitable manner.
- Standardize use of rubrics for evaluating all staff job candidates.*

Strategic Goal 2: Increase the number of faculty and staff with demonstrated DEI competencies.
- Integrate demonstrated DEI competencies as part of the staff hiring process.

Strategic Goal 3: Increase equity and inclusion within LSA through improved policies and practices.
- Improve data collection and disaggregation of underrepresented groups to inform DEI practices.
- Conduct college-wide faculty and staff reviews for equity in processes, starting with service equity.
- Review and update staff job classifications to align roles and compensation.
- Review unit policies and expectations for staff and standardize where appropriate.
- Utilize relevant DEI feedback from staff exit interviews and declined offers.*
- Establish reporting mechanisms to regularly share status and findings of staff equity reviews and policy revisions.*

Strategic Goal 4: Improve the climate within LSA through greater belonging and support.
- Implement a 3-year pilot climate consultant program to support LSA leaders with DEI climate challenges.
- Develop guidance and infrastructure to support accessible LSA events.
- Increase digital accessibility through guidance and training.
- Enhance community/affinity groups within LSA.
- Facilitate mentoring opportunities, including, in particular, for staff with historically marginalized identities.

Strategic Goal 5: Increase opportunities for LSA community members to develop DEI competencies.
- Provide opportunities for all LSA employees and graduate students to develop DEI knowledge and competencies.
- Hire a dedicated staff Trainer for the People Team.
- Provide increased support for Chief Administrators and other staff leaders related to inclusive leadership and managing emerging DEI issues at the unit-level.
- Provide more robust training for Academic Advisors.

Strategic Goal 6: Increase infrastructure to support the needs of LSA members from different groups.
- Build DEI capacity to support the 2.0 plan.
- Following the 3-year pilot, evaluate whether and how to institutionalize the LSA Disability Navigators.
- Institutionalize the Inclusive Culture Liaison role to enhance their ability to contribute to college-wide DEI efforts.

Strategic Goal 7: Develop and implement a DEI communications strategy.
Strategic Goal 8: Support the development of unit-level DEI plans for all LSA units.
Strategic Goal 9: Articulate and develop (where needed) pathways to conflict resolution.
Strategic Goal 10: Identify priorities for DEI fundraising.

*Activities that do not begin in the first year of the strategic plan

Undergraduate Student Initiatives

Below are the specific strategic objectives for LSA undergraduate students, organized by their associated strategic goal.

Strategic Goal 1: Increase the diversity of LSA faculty, staff, and students to achieve abundant representation of marginalized groups through equitable search, outreach, and recruitment practices.

- Enhance undergraduate student recruitment and enrollment of transfer students, especially from Michigan community colleges.
- Enhance undergraduate student recruitment and enrollment of in-state students through the *Intend to Attend* program, which offers digital college access support to students across Michigan.
- Enhance undergraduate student recruitment and enrollment of underrepresented student populations, broadly defined, through existing and new cohort programs and other efforts.
- Build support programs for pre-existing undergraduate student pre-college cohorts and/or scholarship cohorts once they arrive on campus.

Strategic Goal 3: Increase equity and inclusion within LSA through improved policies and practices.

- Improve data collection and disaggregation of underrepresented groups to inform DEI practices.
- Expand undergraduate course equity reporting to identify courses with inequitable student outcomes.
- Participate in the launch of the Provost's Student Success Initiative, which aims to close equity gaps in graduation rates and participation.

Strategic Goal 4: Improve the climate within LSA through greater belonging and support.

- Implement a 3-year pilot climate consultant program to support LSA leaders with DEI climate challenges.
- Develop guidance and infrastructure to support accessible LSA events.
- Increase digital accessibility through guidance and training.
- Enhance community/affinity groups within LSA.
- Improve connection and engagement among undergraduate and graduate students in LSA activities.

Strategic Goal 5: Increase opportunities for LSA community members to develop DEI competencies.

- Provide opportunities for all LSA employees, including undergraduate student employees, and graduate students to develop DEI knowledge and competencies.
- Scale-up the Student Employee DEI Certificate program to reach more undergraduate student employees.

Strategic Goal 6: Increase infrastructure to support the needs of LSA members from different groups.

- Build DEI capacity to support the 2.0 plan.
- Pilot the Mental Health and Well-being Student Advocates; they seek to identify practices and policies to improve well-being.
- Promote the Opportunity Hub, to address gaps in awareness, for example, among students from historically underserved groups.
- Build a strong communication infrastructure to share resources with undergraduate students.

Strategic Goal 7: Develop and implement a DEI communications strategy.
Strategic Goal 8: Support the development of unit-level DEI plans for all LSA units.
Strategic Goal 9: Articulate and develop (where needed) pathways to conflict resolution.
Strategic Goal 10: Identify priorities for DEI fundraising.

Note: Strategic Goal 2 is focused solely on faculty and staff and therefore not included here.

Graduate Student Initiatives

Below are the specific strategic objectives for LSA graduate students, organized by their associated strategic goal.

Strategic Goal 1: Increase the diversity of LSA faculty, staff, and students to achieve abundant representation of marginalized groups through equitable search, outreach, and recruitment practices.
- Reconfigure LSA Dean's Office Preview Weekend to increase graduate applicant pool diversity.
- Explore and identify new graduate student recruitment strategies to broadly diversify the graduate applicant pool.

Strategic Goal 3: Increase equity and inclusion within LSA through improved policies and practices.
- Improve data collection and disaggregation of underrepresented groups to inform DEI practices.
- Develop an emergency or need-based graduate student laptop support program to reduce the digital divide.
- Develop resources to support academic units in reviewing their academic policies and milestones.*
- Review the inclusion of DEI curriculum within graduate student onboarding and training.*

Strategic Goal 4: Improve the climate within LSA through greater belonging and support.
- Implement a 3-year pilot climate consultant program to support LSA leaders with DEI climate challenges.
- Develop guidance and infrastructure to support accessible LSA events.
- Increase digital accessibility through guidance and training.
- Enhance community/affinity groups within LSA.
- Improve connection and engagement among undergraduate and graduate students.
- Increase support for successful graduate student mentoring.*

Strategic Goal 5: Increase opportunities for LSA community members to develop DEI competencies.
- Provide opportunities for all LSA employees, including undergraduate student employees, and graduate students to develop DEI knowledge and competencies.
- Offer and increase graduate student participation in LSA/SAPAC sexual harassment prevention training (Engendering Respectful Communities).

Strategic Goal 6: Increase infrastructure to support the needs of LSA members from different groups.
- Build DEI capacity to support the 2.0 plan.
- Pilot the Mental Health and Well-being Student Advocates; they seek to identify practices and policies to improve well-being.

Strategic Goal 7: Develop and implement a DEI communications strategy.
Strategic Goal 8: Support the development of unit-level DEI plans for all LSA units.
Strategic Goal 9: Articulate and develop (where needed) pathways to conflict resolution.
Strategic Goal 10: Identify priorities for DEI fundraising.

*Activities that do not begin in the first year of the strategic plan.

Note: Strategic Goal 2 is focused solely on faculty and staff and therefore not included here.