

LSA DEI 1.0 5-page Summary

U-M's campus-wide DEI 1.0 effort, a five-year strategic plan launched in 2016 to enhance diversity, equity, and inclusion across campus, provided LSA with the opportunity to expand existing DEI efforts and develop a number of new programs, policies, and initiatives. LSA's DEI 1.0 strategic plan was informed by a college-wide diversity census and input from faculty, students, and staff. Additional DEI initiatives have been developed since the initial strategic plan based on expertise of the LSA community, such as the Anti-Racism Task Force in 2020-21 and the Working Group on Preventing Sexual Harassment in 2020-2021. LSA's DEI efforts are guided by a ***commitment to make LSA an inclusive, equitable, and collaborative space to learn, teach, work, discover, and thrive together.***

This document summarizes the core college-wide activities undertaken as part of LSA's DEI 1.0.

1. Build DEI infrastructure through new positions to support LSA DEI efforts

A robust infrastructure is critical to implementing DEI at a college-wide level. Dedicated personnel with DEI expertise ensure that DEI activities are consistent with college values, developed with a deep understanding of empirically-supported practices, and applied across units and constituencies. Below is an overview of the LSA Core DEI Team.

Associate Dean for Diversity, Equity and Inclusion. In 2017, LSA designed a new position for an Associate Dean to lead the work of the DEI Strategic Plan for the college. Early work for this strategic plan was shared by a DEI task force. Establishing a new position of associate dean for diversity and professional development provided leadership and accountability across these newly identified efforts. Additionally, creating the position of AD for diversity and professional development reflects LSA's commitment to DEI and excellence in mentoring. Creating an appointment with a "bird's eye view" of DEI initiatives within LSA ensures that programs are developed in a timely manner, administered consistently, and evaluated regularly for their effectiveness.

Chief People Officer. In 2020, the LSA Anti-Racism Task Force (described below), recommended designing a new position for Chief People Officer to: expand DEI expertise and capacity; more-fully integrate DEI into LSA human resources processes and practices; and support action around anti-racism in LSA systemic processes that impact staff. In 2021, the CPO also refined the vision and role construction for new Faculty and Staff Disability Navigators as part of a new pilot effort spearheaded by the dean's office.

DEI Manager. In 2016, a staff DEI officer position was created as a very visible commitment of human and financial resources to this important work. This position, now the LSA DEI Manager, is dedicated to developing, implementing, and evaluating a variety of staff DEI activities in the college. This position also supports

the Associate Dean of DEI in the design, implementation, and ongoing sustainability of DEI strategic goals and overseeing the college's DEI Strategic Plan.

Faculty and Staff Disability Navigators. Thanks to a number of programs within the college and the university, as well as the Student IDEA (Inclusion, Diversity, Equity, and Accessibility) Board and its findings and recommendations, LSA gained a much clearer understanding of the gaps in access and support for our faculty and staff with disabilities. In 2020, a committee worked to benchmark the needs of our faculty and staff, survey available resources and vendors, identify language and best practices for accommodations, and review the practices at peer institutions. Through these efforts LSA requested two full-time positions to provide ongoing, high-quality support for faculty and staff in all units. While these budget requests could not be met by the Provost's Office, LSA Dean Anne Curzan decided to use available discretionary gift funds to run a 3-year pilot for the two full-time disability accommodations navigator positions. These positions were posted in Fall 2021 and filled in early 2022.

DEI Administrative Coordinator. The DEI Administrative Coordinator supports and contributes to the DEI initiatives of the DEI Core Team. This position was added to the DEI Core Team in 2018.

Inclusive Culture Liaisons. Beginning in 2018, the Inclusive Culture Liaisons formed as a group of dedicated staff across the college committed to DEI above and outside of their job responsibilities. This group includes DEI leaders from every LSA unit, and meets on a monthly basis with the DEI Manager to address best practices, identify needs and solutions within units, access and contribute to the development of DEI training offered through the DEI Office, and build community. They help advance DEI programs within the college and on campus and offer DEI resources to their units; they have also incorporated DEI issues into their unit meetings. Liaisons also serve on search committees and help to design and implement programs.

2. Improve Systemic Policies and Practices to Support Equity

LSA has engaged in a number of structural efforts to support DEI. These include evaluating and improving existing policies and practices in the college and developing new ones when needed. Attention to structural and systemic issues allows the college to formalize empirically-based best practices into policy, thereby enhancing transparency and clarity. LSA has drawn on the experience and expertise of members of the community in the following key activities.

Anti-Racism Task Force. Spurred by racial justice movements and the COVID-19 pandemic, in September 2020 LSA convened an anti-racism task force to assess sources of structural inequalities within the college, and to surface specific recommendations to reduce any systemic racism in LSA. The task force was made up of faculty, staff, and students across a range of LSA disciplines/fields, academic and administrative units, and demographic backgrounds (e.g., gender, race/ethnicity), each with expertise and records of sustained engagement in anti-

racism work, at department, college, university, and/or broader community and public levels. The task force report, completed in 2021, included a series of recommendations related to the recruitment, retention, and advancement of students, faculty, and staff ([full report](#)). Based on the task force recommendations, LSA has implemented several changes including: hiring a Chief People Officer; convening a workgroup on undergraduate recruitment, admissions, and enrollment; and creating an Anti-Racism Collaborative through the National Center for Institutional Diversity (NCID) that catalyzes scholarly activity related to racism, racial equity, and racial justice topics.

Sexual and Gender-Based Misconduct Prevention Working Group. Based on the landmark 2018 report by the National Academies of Sciences, Engineering, and Medicine (NASEM) on preventing sexual harassment in higher education, a working group focused on developing actionable plans to implement the report recommendations was formed in December 2020. The group was made up of demographically-diverse staff, faculty, and graduate students from a range of LSA units, each with critical expertise and experiences relevant to the group charge. Drawing on focus group interviews with LSA faculty, staff, and student-employees, and informed by the 2018 NASEM report, the work group developed a number of recommendations to improve practices in the college. Initial actions taken include a mechanism to provide one semester of funding support to graduate students who must transition away from a trainee-advisor relationship with a supervisor on whom they are dependent for funding, including in cases that may involve a harassing, abusive, or harmful trainee-advisor relationship; increasing awareness of existing policies surrounding respectful and professional behavior; and including respectful and inclusive behavior as a selection criteria for, and affirmative responsibility of, college leaders.

Existing Staff Policy Review. LSA reviewed and updated all LSA staff policies to ensure language supports the college's DEI objectives by fostering an environment that is inclusive and supportive of a diverse employee population. In completing this review, minor changes were made to these policies and those changes largely reflected broader changes occurring at the university. Our policy review process also substantially influenced our work to ensure new policies were inclusive, equitable, and considerate of the needs of a diverse staff in LSA, most notably our Interim Policy on Flexible Work Arrangements.

Race & Ethnicity Degree Requirement. One recommendation of the Anti-Racism Task Force mentioned above was to convene a new group explicitly to look at the R&E requirement vis-a-vis antiracism efforts. A committee of faculty and administrators met regularly throughout the 2021-22 academic year with three primary goals: to consider how we think about which classes qualify for the R&E requirement and how we might refine the course requirement to better meet its intended goals and address current needs of student, faculty, and staff communities; to explore changes to the R&E requirement to reflect a focus on anti-racism, address class sizes, facilitate deeper faculty-student interaction and instructor training on

anti-racist pedagogy; and finally to consider how to incentivize departments and faculty in the development of new R&E courses, particularly in areas of the curriculum where few R&E courses exist. Recommendations have been submitted to the Dean for subsequent follow-up.

Inclusion of Diversity Statements for All Faculty Searches. Drawing from research conducted by NCID, in 2021 LSA implemented an ongoing pilot program that requires that all tenure-track faculty search committees include applicant diversity statements as part of their evaluation. Diversity statements are a way for faculty applicants to demonstrate their DEI contributions in their research, teaching, service/leadership, and outreach. We continue to assess this pilot and will consider expanding the requirement to all faculty searches.

3. Increase Access to Higher Education

One of the key areas in LSA's DEI 1.0 plan was the recruitment and retention of a more inclusive community. Several LSA efforts have worked toward this goal through initiatives that increase access to higher education - as a student or faculty member.

LSA Collegiate Fellows Program. In 2016, LSA announced that a newly created Collegiate Postdoctoral Fellowship Program would recruit 50 extraordinarily promising scholars whose research, teaching, and service will contribute to diversity and equal opportunity in higher education. The program offers support to fellows to prepare them for possible tenure-track faculty appointments in LSA; this includes community-building activities, professional development and mentoring, and support for teaching and research. To date, the program has been incredibly successful with 47 total hires, out of which 45 have or will transition into tenure-track assistant professor positions in LSA.

Kessler Presidential Scholars Program. The Kessler Presidential Scholars is a cohort-based wrap-around and scholarship support program designed to increase the retention, feeling of belonging, and graduation rate of first-generation limited-income students. In 2017, the Wilpon family shifted the scholarship from funding-only to support this more robust program. With over 250 total scholars since the inception of the scholarship in 2008, the first cohort receiving wrap-around support graduated in 2021. The Kessler Scholars Program has been incredibly successful in recruiting, retaining, and graduating first generation, limited income students at the same levels of their more affluent, continuing generation peers. Additionally, in 2021, the donor family endowed the program so that student success will be the focus for this student population in perpetuity.

Transfer Student Program. We continue to build a robust effort to increase the number of transfer students who apply, enroll, and successfully graduate, with a focus on making LSA more accessible to community college transfer students and particularly those from underrepresented minority, low SES, veteran, and first-gen backgrounds. LSA created the LSA Transfer Student Center, which offers resources and support for transfer students including dedicated staff to provide advising,

Transfer Student Ambassadors, transfer student events and programming, and dedicated study/meeting space. In addition, LSA updated transfer credit policies and course withdrawal dates.

Laptop Program. LSA began a pilot program in 2015 to provide laptop loans to the lowest socioeconomic students admitted to LSA. This program, which reduces the digital divide by increasing access to technology to support students' educational success, continued during DEI 1.0. It was so successful that it was fully institutionalized in Spring 2021 within the Office of Enrollment Management to include eligible new first-year and transfer students in all undergraduate colleges/schools on the Ann Arbor campus. All eligible incoming LSA students now receive a free laptop through the Michigan Undergraduate Laptop Program (ULP).

Preview Weekend. Preview Weekend is a collaborative recruitment effort between LSA, Rackham, and participating departments to broadly diversify the pool of applicants with strong potential for success to apply to our graduate programs and better position them for admission. Preview events include workshops, opportunities to engage with faculty and current graduate students, social events, and individual meetings.

Trainings on Inclusive Practices. LSA provides a robust suite of offerings for professional development in areas related to recruitment, retention, and climate for those in leadership positions. These include Inclusive Teaching workshops and training for instructors, workshops for graduate student admissions chairs, workshops for staff hiring directors, workshops to address bias in staff searches, workshops for chairs and directors on faculty mentoring, and ADVANCE's Respect in Striving for Excellence (RISE) workshops for chairs and directors.

4. Support DEI Knowledge and Implementation

An important feature of DEI transformation is to ensure that the LSA community has access to a variety of DEI resources and support. This allows community members to share their knowledge of DEI issues and practices with others in their units.

LSA DEI Website. The visibility of DEI initiatives, events, and resources in the college was a key priority for the DEI strategic plan to communicate our commitment to DEI. Beginning in 2017, the DEI Office collaborated with LSA Advancement to significantly redesign our website and improve its functionality in accessing DEI support.

Inclusive Teaching Website. Hosted by LSA and maintained by the Inclusive Pedagogies Subcommittee of the Inclusive Campus Collaborative, the Inclusive Teaching website is intended to be a resource for all faculty. Focus areas include large courses, online courses and STEM classes. In 2021, following the LSA Anti-Racism Report, the site was expanded to include Practicing Anti-Racist Pedagogy. This new focus area includes a wealth of tools, definitions, and campus spaces engaging in anti-racist practices.

Workshops and Certificates. All LSA employees can enroll in workshops facilitated by the DEI Office. In 2020, the DEI Office and LSA Undergraduate Division launched the LSA Student Employee DEI Certificate. The DEI Office is also developing an LSA Staff DEI Certificate. These programs provide participants with interactive opportunities for applied learning, drawing on evidence-based best practices in creating more inclusive and equitable spaces in their units.

5. Support Individual Careers and Career Development

In order to achieve lasting diversity, as well as equity and inclusion, LSA provides support to individuals so that they can be successful in their careers.

Faculty Professional Development and Workshops. LSA engages in a number of efforts to support the college's goals for faculty diversity, recruitment, retention, and advancement. LSA collaborates with the U-M ADVANCE Program to provide faculty workshops on a variety of topics including grant proposal writing, getting your book published, and running a research lab. In addition, all new tenure-track assistant professors across all LSA units participate in ADVANCE's LAUNCH mentoring program. Professional development workshops are also offered to LSA Collegiate Fellows through NCID.

LSA Opportunity Hub. The LSA Opportunity Hub is a transformative career exploration center exclusively for undergraduate liberal arts and sciences students that was developed in 2017 to support the future of their success. The Hub partners with LSA students to develop their aspirations and professional identities through 24/7 online career learning modules, career reflective courses and coaching, access to internships and funding to support those immersive experiences, and connections to employers and U-M's extensive network of alums. In alignment with the Hub's [statement on diversity, equity, and inclusion](#), the Hub team works with departments to design opportunities for engagement so that all LSA students, especially those who have been historically underserved, can pursue purposeful work and meaningful lives. Since launching, the Hub has provided more than 25,000 learning experiences for LSA students connecting the dots between their liberal arts education and career exploration; attracted more than 2,000 organizations to the Hub's career platform where they engage with LSA students through networking events and in-the-field experiences; and raised approximately \$24 million in funding that made internships, scholarships, and the Hub's broader work with LSA students possible.

Summary of LSA DEI 1.0 Activities

	Faculty	Undergraduate Students	Graduate Students	Staff
Improve Systemic Policies and Practices to Support Equity				
• Anti-Racism Task Force	✓	✓	✓	✓
• Sexual and Gender-Based Misconduct Prevention Working Group	✓	✓	✓	✓
• Existing Staff Policy Review				✓
• Race & Ethnicity Degree Requirement		✓		
• Inclusion of Diversity Statements for All Faculty Searches	✓			
Increase Access to Higher Education				
• LSA Collegiate Fellows Program	✓			
• Kessler Presidential Scholars Program		✓		
• Transfer Student Program		✓		
• Laptop Program		✓		
• Preview Weekend			✓	
• Inclusive Teaching Workshops & Training for instructors	✓	✓		
• Rackham's Workshops for Graduate Student Admissions Chairs			✓	
• Inclusive Hiring Workshops for Staff Hiring Directors				✓
• Workshop for Chairs & Directors on Faculty Mentoring	✓			
• ADVANCE Training of Chairs & Directors on Creating an Inclusive Climate	✓			
Support DEI Knowledge and Implementation				
• LSA DEI Website	✓	✓	✓	✓
• LSA Inclusive Teaching Website	✓	✓	✓	✓
• LSA Staff DEI workshops (open to all LSA employees)	✓	✓	✓	✓
• LSA Student Employee DEI Certificate		✓		
• LSA Staff DEI Certificate (forthcoming)				✓
Support Individual Careers and Career Development				
• LSA-ADVANCE Faculty Workshops	✓			
• LAUNCH Program	✓			
• LSA Collegiate Fellows Workshops	✓			
• LSA Opportunity Hub		✓		