



School of Social Work Year 5 Diversity, Equity, and Inclusion Strategic Plan

Strategic Objectives, Measures and FY21 Actions

I. Diversity, Equity, and Inclusion Strategic Plan: Overview

In September 2015, the University of Michigan School of Social Work (SSW) engaged in a seven month-long planning activity to improve diversity, equity, and inclusion (DEI) within the School in the context of its vision, mission, and goals. We summarize here the results of this planning process that resulted in our 5-year plan. Our plan is grounded in the SSW's vision, mission, and goals and the social work profession's goals and ethics.

Social work professional values and the Code of Ethics of the National Association of Social Workers (NASW) continue to serve as guides to the profession and the School of Social Work on working for justice and change by reducing the inequities of poverty, exclusion, exploitation, violence, oppression, powerlessness, and the dominance of particular cultural norms and values. The Council on Social Work Education (CSWE) outlines competencies and practice behaviors for masters-level curricula that are directly related to working for justice and engaging with diverse populations. In this Year 5 strategic plan, we identify areas we want to consolidate and maintain, and key priorities for intensive work to move to new phases. In undertaking this plan, we define justice broadly, including social, economic, cultural, environmental, restorative, and other foci. We define other terms, including anti-racism.....more specifically.

The School of Social Work (SSW) vision is: *A Better Society through Individual and Social Change*

The SSW mission statement is:

Advancing the social work profession's vision and values, the University of Michigan School of Social Work seeks to develop a more equitable, caring, and socially just society. Such a society meets basic human needs, eliminates social and economic inequities, and empowers individuals, their communities, and institutions to reach their aspirations and potential. Drawing on an interdisciplinary faculty within a public university seated in a region of enormous need and promise, the School is dedicated to education, research, and service that fosters progressive change at local, national, and global levels.

SSW's goals are:

- The School will provide an excellent education to students and practitioners in the knowledge and skills needed for contemporary and evolving social work practice.
- The School will create and disseminate knowledge about individual, community, and organizational concerns; social issues; social policy; and practice interventions, within a tradition of multi-disciplinary and multi-professional research.
- The School will engage in service to the community, the profession, and society through collaboration and leadership.

Our vision, mission, and goals are consistent with the social work profession's purpose, as defined by CSWE, as well as the NASW Code of Ethics. The Purpose of Social Work Practice and Education according to CSWE:

The purpose of the social work profession is to promote human and community well-being. Guided by a person-in-environment framework, a global perspective, respect for human diversity, and knowledge based on scientific inquiry, the purpose of social work is actualized through its quest for social and economic justice, the prevention of conditions that limit human rights, the elimination of poverty, and the enhancement of the quality of life for all persons, locally and globally.

The NASW Code of Ethics states that:

The primary mission of social work is to enhance human well-being and help meet the basic human needs of all people, with particular attention to the needs and empowerment of people who are vulnerable, oppressed, and living in poverty... Fundamental to social work is attention to the environmental forces that create, contribute to, and address problems in living... Social workers promote social justice and social change with and on behalf of clients... Social workers are sensitive to cultural and ethnic diversity and strive to end discrimination, oppression, poverty, and other forms of social injustice.

In response to these vision, mission, goals, and ethics statements, the SSW works with communities, both internally and externally to further justice and remove barriers limiting human potential and healthy development. CSWE, the social work accrediting agency, defines field-based education as the "signature pedagogy" for social work, and the SSW partners with 400+ organizations external to the SSW, and 600+ field-based instructors who supervise field education for MSW students. Also, the Society for Social Work Research (SSWR) has defined multiple "grand challenges" for social work, all of which require active engagement in working for societal change. Thus, any plan

focused on DEI must not only focus within the SSW, but also must embrace community-based agendas and multiple external constituencies and issues.

We understand Diversity, Equity, and Inclusion as process to:

- Evolve over time, and is developed and sustained by the efforts of administrators, staff, faculty, students, and many collaborators and constituencies external to the SSW.
- Require a shared working definition and understanding of DEI as the basis for collaboration and community support (students, faculty, staff, field instructors, and community members within and outside the SSW) to work together towards social justice and change.
- Employ a bottom-up, community-engaged, approach to developing DEI in our School and with the various communities external to the SSW.
- Emphasize the creation of a just, challenging, and supportive environment for education for people with multiple positionalities in society. Race and ethnicity are important positionalities, but we also include age, class, color, culture, disability and ability, gender, gender identity and expression, immigration status, marital status, physical appearance, height, weight, veteran status, political ideology, national origin, religion/spirituality, sex, sexual orientation and/or identity, socioeconomic status, tribal sovereign status, and others important in particular contexts and environments.
- Incorporate the examination of causes and consequences of inequities and mechanisms that sustain inequity, including exclusion, and deep knowledge of oneself as a practitioner, including one's own worldviews, implicit and explicit biases, knowledge, skills, and interaction styles.

Our plan is based on the need for the physical, psychological, social, moral, fiscal, and academic health of *all* involved, regardless of what our activities might be (e.g., teaching, learning, research, work to change society).

Our beginning assumptions include the following:

- DEI is an educational imperative. Multiple kinds of diversity increase learning and are required to conduct effective social work practice with social justice goals. The UM produced substantial research about the educational benefits of diversity on a great many dimensions. This diversity must exist among students, faculty, administrators, staff, and collaborators.
- DEI is required for social work practice and for citizenship in an increasingly diverse and unjust world.
- DEI is an ethical issue, since historically the sociopolitical structure of the SSW and University may have had the effect of excluding or making it difficult for

certain groups to have access to knowledge and learning.

- DEI is a fiscal issue. Empirical evidence suggests that DEI may attract more talent into the University and thus help increase the talent base of the University, attract different types of research and research funding, and improve the quality of teaching with diverse didactic techniques.

Principles underlying our plan include the following:

- DEI issues affect, and need to improve across all constituencies: administrators, staff, faculty, and students.
- DEI outcomes will only improve when structural barriers, unearned privilege, racism, homophobia, xenophobia, and other forms of fear and oppression are addressed, dismantled and transformed in their multiple manifestations.
- DEI needs to integrate diverse ways of thinking in order to incorporate different definitions of talent, progress, and excellence. Development: Who defines “talent” and are different definitions allowed and valued once DEI is achieved.
- DEI efforts and actions must include all constituencies of the University (administrators, staff, faculty, and students) in order to develop a workplace and educational climate that feels and is demonstrably equitable and inclusive of everyone. It also requires strong relationships and commitments to communities outside the UM: field instructors, community members, and those affected by injustice.

II. Implementation Highlights and Planning Process Used

The SSW DEI plan has been integral to the 5-year vision and goals that the faculty has set for the School. The SSW 2017-2021 Strategic Plan includes an explicit DEI goal, “Build and sustain a school community that is based on respect for all and dedication to diversity, equity, and inclusion.” It also integrates DEI into strategic goals of the School, including the following: “Improve access to a U-M affordable education,” “Advance diversity, equity and inclusion through knowledge development that emphasizes social justice through public, engaged scholarship and research and dissemination,” and “Engage local, regional, state, national and global communities, organizations, and the University to advance social justice and create progressive change.”

Our plan’s implementation structure and process continue to be built upon existing committees and offices in our school of social work in collaboration with our Diversity, Equity and Inclusion office. This strategy is in line with the concept of our DEI office being tasked with catalyzing and coordinating our efforts. It also more easily integrates the DEI work into the ongoing work of our School.

Faculty director Larry M. Gant (effective January 2020) and Assistant Director Lauren Davis staff the Office for Diversity, Equity, and Inclusion. Three MSW level student employees, and three MSW student interns provide part-time support. Director Gant was charged with the overall leadership of the school's efforts and office operations. This also included communicating directly with the dean and associate deans, representing the office to external constituents such as the dean's advisory group and UM administrators, and meetings with faculty members. Ms. Davis's efforts focused on internal office operations, supervising student employees and interns, developing and facilitating projects with other offices within the school of social work, attending and participating in university wide DEI leads activities, and other related work. The student employees assisted with data gathering and analysis, report writing, event planning and implementation, and communication with our student community. Our model for staffing and operations is dynamic and could change as needs change in the future.

The DEI office director and assistant director participate in SSW committees in order to implement activities. In addition, the director meets with each of the Associate Deans (Research, Faculty Affairs, and Academic Programs) and the Director of Administration, Finance and Operations) to discuss objectives and action items related to each of their portfolios. We work on projects and activities related to their work (e.g. faculty hiring, faculty development, staff hiring, student services, and scholarship) and the plans, objectives and action items. At the Dean's request, a formalized SSW Senior Management Team was convened and organized during Winter Term 2020 during COVID-19 pandemic; the DEI director is a regular member of this Team, which meets twice weekly to date.

Ms. Davis also attends meetings of the Academic Programs management group, which included the directors of all of the academic programs (e.g. Global Affairs, Field Education, Student Services, PhD program, MSW program) in the School of Social Work. The faculty director is also a member of the Dean's Senior Management team that includes all deans and directors in the School of Social Work.

A significant aspect of our implementation activities requires working with the standing committees in the School of Social Work. The faculty director or assistant director met with committees charged with the work of the school such as the curriculum committee and faculty search committee. Prof Gant chaired the PRAXIS (Promoting Action for Intersectional Social Justice) committee and Ms. Davis is an ex officio member. The PRAXIS committee "seeks to act for justice by articulating definitions of social justice in micro, mezzo and macro contexts, to develop/recommend goals for the SSW that are consistent with these definitions and to plan actions to move towards these goals." Therefore, the work of this committee is in line with the DEI strategic plan. Work with the PRAXIS committee included a focus on faculty hiring, issues related to school culture and climate, and a review of the name and charge of the committee. A final

report for the PRAXIS committee is included in the supplemental materials. This committee is composed of current students, faculty in different ranks, and staff and serves, in part, as an advisory group to our DEI implementation efforts.

Many internal and external factors contributed to our progress and success of implementing our DE&I plan. Some internal factors included our very comprehensive strategic plan for DEI, faculty and staff support, administrative commitment, and ongoing interest from our student body. External factors include institutional commitment, accreditation standards from the Council on Social Work Education that require that schools of social work develop DEI competencies in their students, and funding support from Rackham for a DEI GSSA.

The search and executive committees were proactive in seeking and ultimately attaining diverse applicant pools for new faculty hiring. The school was relatively stable with regard to the proportion of students of color. This is an area that we will focus on in the coming year by seeking to attract broadly diverse staff applicants and creating stronger relationships with minority serving institutions where we can reach students who are currently learning in a more racially diverse environment.

The funding support from the Provost's office provided some resources for the DEI office. Our dean provided significant funding from the SSW budget for many of our activities, including DEI related activities in other social work offices. The faculty director receives a significant course reduction and summer support in order to carry out work outside of the academic year. Financial support has also provided us with funds to hire an excellent Assistant Director with significant expertise and experience in program development and implementation, staff supervision, group facilitation, and student engagement. We were successful in receiving funding from Rackham Graduate School to receive/hire a GSSA for our Year 5 efforts.

The mission of our school of social work, which reflects the field's values and ethics, has also contributed to our progress. It clearly states the importance of equity, progressive change, and empowerment. Our accreditation requirements require education regarding human diversity, social justice, and strategies to advance human rights and equity. This provides a context in which diversity, equity and inclusion are recognized as central to our teaching, scholarship, and service. Our plan provided a platform for faculty, students, and staff to identify how these professional commitments can be integrated into the work we are doing and learning to do.

The overall institutional leadership from President Schlissel and Provost Sellers as well as the UM DEI team provided significant support for the work and a platform for our efforts.

Implementation challenges: Our unit made significant progress on our Year Four plan while facing some significant challenges from within our school, our university context, and the society at large. These conditions included resource allocation, organizational cultures, decentralized structures, and external conditions.

All new faculty and instructors have a required orientation to our school, our DEI strategic plan, and how they can participate and connect to it.

The University of Michigan is a highly decentralized institution and the School of Social Work shares some of this decentralized culture. This type of structure and culture can feed innovation and initiative, but it can also contribute to duplication of effort and lack of coordination. Implementing a strategic plan and leading an office focused on coordination and cooperative activity requires a substantial shift in culture and strong messaging regarding expectations. The message from the DEI office has been that everyone has contributions to make, we all have things to learn, and that success requires us all to work on our plan. Although the school's leadership team has reinforced this message, this change in organizational culture has made it difficult to initiate or complete some of the action items because they called for changes in different office's programs and practices.

This past academic year has included many external conditions with significant DEI implications. Not surprisingly, continuous murders of Black men and women by law enforcement officers and local vigilantes combined with the global COVID-19 pandemic with unprecedented impacts on society, University of Michigan, and SSW. These situations have required our team and school to address them with students, faculty and staff. Our students, staff, and faculty have been affected in different ways by messages from our nation's leaders regarding immigration, religious freedom, gender equality, LGBT rights, race and racism, and social justice. These issues have impacted communications and interactions inside and outside of classes within and between these different groups.

When conflicts have simmered or emerged our school community has created supports and spaces for reflection to address the feelings and concerns that have been raised. In addition, as a school of social work, we have also worked to support the integration of these issues into our courses and programs so we can equip our graduates to do work consonant with social work values and ethics. Determining how to respond to emerging issues in responsible ways affected our ability to proceed with some of our plans but also led to some innovative and important new directions.

Year Four: Data Collection and Evaluation

Our plan touches on every aspect of our school; therefore, our data collection was

dependent on gathering information from many different offices within our school. The DEI office has collected data from our meetings with students, faculty, staff and administrators as part of our work. We have collected student enrollment data, data on staff and faculty hiring processes, committee reports, evaluations of staff and faculty workshops, student town hall data, and student financial aid data in evaluating progress on action items.

III. Data and Analysis: Key Findings

During this past year we were able to make excellent progress on all of our objectives and many of our action items. The overall leadership in our school facilitated this progress. Our activities and data collection processes underscore many of the findings of our initial strategic planning process. However, our implementation activities and ongoing data collection have revealed many of the processes behind the issues that were previously identified. In some cases, such as staff hiring, we learned that previous practices had been inadvertently dropped and they were easily adopted. In other instances, we learned that resources existed, such as the UM Child Care Subsidy, but that students were unaware of them or unsure of how to access them. In these cases, we have focused on creating greater transparency and information regarding what is available.

In the fourth year of implementation we have been most successful in completing action steps that related to personnel policies and procedures such as circulating our faculty openings more broadly or providing more professional development opportunities to faculty and staff. We have made excellent progress on action steps for which there was a clear office or position that was responsible, for example developing new pathways to the MSW program, increasing diversity among our part- and full-time faculty, or changing course evaluation questions. We have been more challenged with action items that will require changes in budget or structures and are under longer-term development. Examples of these are analyzing our current budget and policies for MSW student financial aid to move towards a more needs-based approach and increasing staff and faculty development opportunities. These more challenging structural changes will require ongoing attention and support in the coming year.

Pathways to Conflict Resolution

The School of Social Work has in place internal and external mechanisms for conflict resolution affecting faculty, staff, and students. For faculty the major policy is outlined in our faculty handbook which reflects policies and practices in the Section 10.H. The Dean or one of the Associate Deans attempt to resolve faculty conflicts in an equitable manner before they reach the grievance process.

A grievance process for Post-doctoral research fellows is also outlined in our faculty handbook. It outlines an internal process which involves the Associate Dean for Research or Dean in handling grievances. If a grievance cannot be handled satisfactorily within the school it can be reported to the Dean of Rackham or the UM Ombudsman.

Our MSW and Doctoral program student guides outline mechanisms for student conflicts and grievances. Students are also informed about their rights regarding appeal and other resources. In each handbook, UM SSW staff directs students to the U-M Office of Student Conflict Resolution (OSCR), which administers the Statement of Student Rights and Responsibilities and offers conflict resolution services for cases where the SSW process is insufficient. Our Social Work Student Union, which represents MSW students, also has an Ombudsperson who can address conflicts within that program. UM SPG Policy 201.08 covers SSW Staff. The School of Social Work has no additional policy and staff are informed of their options during orientation.

At all levels, most of the conflicts are resolved before a formal case is brought. This is due to the professionalism of our Dean's office, our SSW Director of Administration, Finance and Operations who handles staff issues, the Director of the Doctoral Program and the Office of Student Services staff. Students are also empowered to resolve their own conflicts. Over the past ten years we have had very few grievance hearings. It is important to monitor both the number of conflicts brought forward and those that transition into a formal grievance process as our student body becomes increasingly diverse and the number of cultural approaches to conflict resolution increases.

IV. Plans for Supporting, Tracking and Updating the Strategic Plan

Leadership for all aspects of the DEI strategic plan implementation will be the responsibility of the School of Social Work's Office for Diversity, Equity and Inclusion. This office will work with the appropriate deans and directors in the school to provide support and consultation to implement the activities. The office will also conduct specific ongoing educational and support services within the plan. The DEI office will coordinate data collection and work with the Dean, Associate Deans and Director of Administration, Finance and Operations to collate, analyze, and report on data. Semi-Annual reports on our implementation activities will be developed by the DEI office to be shared with all staff, students, faculty, and alumni.

V. Goal-related Metrics – University and school/college/unit measures tracked over time

We will continue to gather data for our metrics from the different offices within the school of social work. These data for year five will include data from the following sources:

Associate Dean for Educational Programs

1. Data on MSW and PhD student enrollment
2. Report from OSS regarding student recruitment activities
3. Report on student debt from ADEP
4. Report from ADEP on LEO recruitment strategies
5. Course Evaluations
6. Student surveys (positive experiences in classes, transformational, conversations, support services, advising, DEI skills, advocacy activities)
7. Data on PODS integration
8. List of community partnerships in courses
9. Annual program reports from OGA, CE, CASC, MSW Program, PhD Program

Human Resources office

1. Data from HR on staff and LEO hires
2. Report from HR on staff recruitment practices
3. HR report on staff DEI competence

Associate Dean for Faculty Affairs

1. Report on faculty composition
2. Report on faculty recruitment and hiring
3. Report on faculty promotion and tenure

Office for Diversity, Equity and Inclusion

1. Additional management reports
2. List of events led by faculty on social justice issues
3. List of community partnerships
4. Reports from:
 - a. Antiracism Budget Advisory Group (ABAG) (co-facilitated by DEI and Poverty Solutions)
 - b. DEI Task Force (co-facilitated by DEI and ADEP)

Associate Dean for Research

1. Report on Funding for community partnerships
2. Reports from:
 - a. The Program Evaluation Group
 - b. Center on Assets, Education and Inclusion
 - c. Child and Adolescent Data Lab
 - d. Gender and Health Research Lab
 - e. Interprofessional Collaboration Lab
 - f. Level Up Lab

- g. Parenting in Context Lab
- h. Poverty Solutions Lab
- i. Prevention Research and Health Equity Lab
- j. REACH Detroit Partnership
- k. Treatment, Innovation and Dissemination Lab
- l. Vivian A. and James L. Curtis Social Work Center for Health Equity and Research Training
- m. Center for Equitable Family and Community Well-Being



VI. Action Planning Table with Details and Accountabilities

A. Recruitment, Retention and Development

Key Constituency	Strategic Objective	Measures of Success	Detailed Actions Planned	Group/ persons accountable
Students	<p><u>Five-Year Strategic Objective 1:</u></p> <p>Increase the diversity of students from underrepresented groups, including racial and ethnic minorities, and diverse sexual identities, and gender expressions and monitor the retention rates for these groups.</p>	<ol style="list-style-type: none"> 1. Increased numbers of students from underrepresented groups. 2. Demonstrated effort to increase diversity in every aspect of student recruitment. 	<ol style="list-style-type: none"> 1. Strategically identify diverse locations and approaches for recruitment. 2. Implement and evaluate the 4+1 program for MSW admissions with UM-Dearborn and the UM Ann Arbor Sociology department. 3. Office of Student Services staff to increase its presence in Detroit. 4. Continue outreach to students at UM Dearborn and UM Flint. 5. Track admissions and enrollment of students from underrepresented groups, including racial and ethnic minorities, and diverse sexual identities, and gender expressions. 6. Track retention rates of students from underrepresented groups, including racial and ethnic minorities, and diverse sexual identities, and gender expressions. 	<p>Associate Dean for Educational Programs</p> <p>Doctoral Office</p>

Key Constituency	Strategic Objective	Measures of Success	Detailed Actions Planned	Group/ persons accountable
Students	<u>Five-Year Strategic Objective 2:</u> Ensure consistent support for successful learning experiences	<ol style="list-style-type: none"> 1. Decrease the number of students with large debts. 2. Increased positive learning experience measured through course evaluations and new evaluation formats the SSW will begin implementing 	<ol style="list-style-type: none"> 1. Increase the overall amount of financial assistance. 2. Identify sources of student support such as increasing emergency funding, support for caregivers, child-care, student networks for finding roommates, housing, ride-sharing, and other resource sharing. 3. Inform students of available resources and supports related to best practices for online learning. 4. Foster faculty-staff commitment to anti-racism and social justice. 	Dean Associate Dean for Educational Programs Doctoral Office

Key Constituency	Strategic Objective	Measures of Success	Detailed Actions Planned	Group/ persons accountable
Staff	<p data-bbox="499 321 659 414"><u>Five-Year Strategic Objective 3:</u></p> <p data-bbox="499 451 720 917">Increase the diversity of staff from underrepresented groups, including racial and ethnic minorities, people with disabilities, and diverse sexual identities, and gender expressions.</p>	<ol data-bbox="758 321 1041 646" style="list-style-type: none"> 1. Increased numbers of staff from underrepresented groups. 2. Demonstrated effort to increase diversity in every aspect of staff recruitment. 	<ol data-bbox="1071 321 1482 1416" style="list-style-type: none"> 1. Increased transparency for career advancement opportunities for SSW staff by posting all new staff positions on a page on the School of Social Work website and communicating these openings when they become available. 2. Human Resource Administrators will provide quarterly reports to the School's leadership on: Number and location of positions posted. 3. Human Resource Administrators will provide quarterly reports to the School's leadership on: Number of internal and external applicants. 4. Human Resource Administrators will provide quarterly reports to the School's leadership on: Number of internal and external interviews. 5. Human Resource Administrators will provide quarterly reports to the School's leadership on: Number of hires or promotions. 	Assistant Dean for Administration, and Operations

			<p>6. Human Resource Administrators will provide quarterly reports to the School's leadership on: Number of internal applicants that did not receive the position but instead received career counseling.</p> <p>7. Explore methods for identifying and tracking recruitment and hiring of staff with disabilities and LGBTQIA+ identities.</p> <p>8. Identify professional associations, networks, and individuals who may include or reach applicants from underrepresented groups and assure that they receive any new staff postings.</p> <p>9. Review how we have promoted full and fair consideration of applicants from underrepresented groups, including racial and ethnic minorities, people with disabilities, and LGBTQIA+ identities.</p>	
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Key Constituency	Strategic Objective	Measures of Success	Detailed Actions Planned	Group/ persons accountable
Staff	<u>Five-Year Strategic Objective 4:</u> Ensure consistent support for supportive career development and professionally rewarding work experiences.	<ol style="list-style-type: none"> 1. Annual reports by supervisors. 2. Increased satisfaction as measured by School climate survey or other instruments. 	<ol style="list-style-type: none"> 1. Identify additional ways of communication to inform all staff of career development opportunities. 2. Offer diversity, equity and inclusion skill development programs specifically for staff. 3. Highlight the schedule of staff professional development opportunities each year, document on the intranet, and address any barriers to participation. 4. Reward diversity, equity and inclusion leadership among staff. 	Assistant Dean for Administration, and Operations

Key Constituency	Strategic Objective	Measures of Success	Detailed Actions Planned	Group/ persons accountable
Faculty	<p><u>Five-Year Strategic Objective 5:</u></p> <p>Increase the diversity of faculty from underrepresented groups, including racial and ethnic minorities, people with disabilities, and diverse sexual identities, and gender expressions.</p>	<ol style="list-style-type: none"> 1. Increased numbers of faculty from underrepresented groups. 2. Demonstrated effort to increase diversity in every aspect of faculty recruitment. 	<ol style="list-style-type: none"> 1. The Faculty Search and Executive Committees will engage in specific efforts to increase diversity to be included in every faculty search or new appointment. These specific efforts will be distributed in writing to every faculty member, but specifically to members of the Search Committee. 2. Require faculty search committees to include documentation of efforts to reach diverse candidates as part of the search process. 3. Designate a member of the search committee as a diversity champion on each faculty search committee who is empowered to and responsible for encouraging outreach and awareness of diversity, equity and inclusion issues in the search process. 4. Identify professional associations, networks, and individuals who may include or reach underrepresented scholars and assure that they receive any new faculty postings. 5. All members of the search committee will participate in 	<p>Dean</p> <p>Associate Dean for Faculty Affairs</p>

			<p>ADVANCE training for faculty search committee members.</p> <ol style="list-style-type: none">6. Rate all job applicants and candidates on their demonstrated commitment to DEI as reflected in their research, teaching, or service.7. Develop clearer guidelines for how we rate and factor in demonstrated contributions to DEI in the search process.	
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Key Constituency	Strategic Objective	Measures of Success	Detailed Actions Planned	Group/ persons accountable
Faculty	<u>Five-Year Strategic Objective 6:</u> Ensure consistent support for career development of all junior faculty	<ol style="list-style-type: none"> 1. Successful promotion of junior faculty to associate level 2. Increased satisfaction levels as reported in climate survey or other instruments. 	<ol style="list-style-type: none"> 1. Strengthen mentoring program(s) presently in existence for all junior faculty. 2. Provide support for faculty promotion and tenure including participation in the Faculty Success Program (FSP) through the National Center for Faculty Development & Diversity (NCFDD). 3. Ensure that faculty have a clear understanding of the promotion and tenure process and requirements. 	Dean Associate Dean for Faculty Affairs

Key Constituency	Strategic Objective	Measures of Success	Detailed Actions Planned	Group/ persons accountable
LEO Faculty	<p><u>Five-Year Strategic Objective 7:</u></p> <p>Increase the diversity of LEO faculty from underrepresented groups, including racial and ethnic minorities, people with disabilities, and diverse sexual identities, and gender expressions</p>	<ol style="list-style-type: none"> 1. Increased numbers of LEO faculty from underrepresented groups 2. Demonstrated effort to increase diversity in every aspect of LEO faculty recruitment 	<ol style="list-style-type: none"> 1. The Associate Dean for Educational Program will identify professional networks to alert more diverse groups to job opportunities and diversify applicant pools. 2. Proactively create a diverse pool of potential LEO faculty from which new LEO appointments can be made by linking to professional networks that include diverse social workers 	Associate Dean for Educational Programs

Key Constituency	Strategic Objective	Measures of Success	Detailed Actions Planned	Group/ persons accountable
Faculty	<p><u>Five-Year Strategic Objective 8:</u></p> <p>Improve upon hiring and promotion practices to attract, retain, reward, and inspire LEO and Governing faculty to continually hone their ability to facilitate transformational learning via inclusive teaching methods.</p>	<p>1. Submit an annual report to the Office of Diversity, Equity and Inclusion and the School's Executive Committee that provides information on hiring practices such as outreach, screening and interview processes, and means for getting input on hiring from students, faculty and staff.</p>	<p>1. During hiring searches prioritize facilitation and inclusive teaching skills that engage and contribute to conversations about diversity, equity and inclusion and anti-racism.</p> <p>2. Develop, deliver, and measure outcomes of professional development on effectively facilitating transformative conversations.</p> <p>3. Add facilitating transformative conversations to faculty handbook teaching criteria for annual, 3rd year, promotions and tenure reviews for LEO, Clinical, and Tenure Track and Tenured Faculty.</p> <p>4. Provide a schedule of Professional and Faculty Development topics (with opportunity for suggestions to be added on a rolling basis).</p> <p>5. Provide ongoing training for faculty above and beyond onboarding orientation to effectively model engaging and transformative conversations that utilize inclusive teaching methods.</p> <p>6. Provide incentives for undertaking training that matters to faculty.</p>	<p>Dean</p> <p>Associate Dean for Educational Programs</p> <p>Associate Dean for Faculty Affairs</p> <p>DEI office</p> <p>Associate Dean for Research</p>

			<ol style="list-style-type: none">7. Provide clear expectations for attention and contribution to diversity, equity and inclusion goals, as evidenced by research/scholarship, teaching, and service activities, in promotion and tenure reviews and in annual reviews.8. Reward diversity, equity and inclusion leadership among faculty.9. Support faculty scholarship on diversity, equity and inclusion related topics through seed funding.	
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Key Constituency	Strategic Objective	Measures of Success	Detailed Actions Planned	Group/ persons accountable
Students	<u>Five-Year Strategic Objective 9:</u> Provide more consistent and supportive faculty advising.	<ol style="list-style-type: none"> 1. Increased number of students who in exit and climate surveys indicate they have met with their advisors at least once each semester. 2. Increased number of students who in exit and climate surveys indicate they indicate they found their advisors to care about them and to be helpful. 	<ol style="list-style-type: none"> 1. Increased number of faculty who meet with their advisees at least once a semester. 2. Provide faculty training to strengthen student advising. 3. Pilot and assess the revised MSW advising model. 	Associate Dean for Educational Programs

B. Education and Scholarship

Key Constituency	Strategic Objective	Measures of Success	Detailed Actions Planned	Group/ persons accountable
Students, Faculty, Staff	<p><u>Five-Year Strategic Objective 10:</u></p> <p>Increase DEI focus of offices dealing with outside communities such as the Program Evaluation Group, Office of Global Activities, Continuing Education Program, Community Action and Social Change minor, Office of Field Education, and ENGAGE Team.</p>	<ol style="list-style-type: none"> 1. Each program will develop a statement of their contribution to DEI in the School of Social Work 2. Contributions to DEI will be incorporated into these programs planning and evaluation. 	<ol style="list-style-type: none"> 1. Integrate DEI goals into each offices' annual plan. 2. Consult regularly with office directors and staff to strengthen DEI focused activities and assess their contributions to the DEI plan objectives. 	<p>Associate Dean for Educational Programs</p> <p>Associate Dean for Research</p> <p>DEI Office</p>

Key Constituency	Strategic Objective	Measures of Success	Detailed Actions Planned	Group/ persons accountable
Students	<p><u>Five-Year Strategic Objective 11:</u></p> <p>Students will develop greater skill and ability to participate, lead and respond in transformational conversations.</p>	<p>1. Increased number of students who in course evaluations and other evaluative venues (i.e., focus groups, surveys) indicate they and their instructors were engaged in transformational conversations and that students, gained skills and insights.</p>	<p>1. Continue to ensure that SEED (part of our student orientation) activities integrate learning around Privilege, Oppression, Diversity and Social Justice (PODS) and anti-racist practices and help students and faculty strengthen their skills at holding transformational conversations.</p> <p>2. Continue to require all incoming MSW students to take the diversity and social justice course (SW 504) with limited exceptions.</p> <p>3. Examine student evaluation and faculty feedback from 504 and make needed refinements to the course. Incorporate dialogue models (or other models) as a key 504 component.</p> <p>4. Ensure the MSW curriculum effectively integrates PODS and anti-racist frameworks.</p> <p>5. Assess current syllabi for PODS content.</p> <p>6. Provide support to faculty around embedding PODS into courses.</p> <p>7. Evaluate PODS-specific items on student course evaluations.</p>	Associate Dean for Educational Programs

			<ol style="list-style-type: none">8. The Curriculum Committee will conduct an evaluation to assess the integration of PODS content and experiences in courses.9. Assess all proposed courses for contributions to PODS and anti-racist education.10. Develop a School-wide definition of social justice and anti-racism that is a focal point of our curriculum.11. Foster school-wide learning around DEI, anti-racism, and BIPOC-related issues through school-wide programming.	
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Key Constituency	Strategic Objective	Measures of Success	Detailed Actions Planned	Group/ persons accountable
Students	<p><u>Five-Year Strategic Objective 12:</u> Faculty will acquire greater skill and ability to participate, lead and respond to facilitate transformational learning via inclusive teaching methods.</p>	<p>1. Increased number of students who in course evaluations and other evaluative venues (i.e., focus groups, surveys) indicate they and their instructors were engaged in transformational conversations and that students, gained skills and insights.</p>	<ol style="list-style-type: none"> 1. Maintain or increase the number of faculty development activities devoted to acquiring inclusive teaching for transformational learning. 2. Record and post all developmental trainings around transformational learning in a centralized location that all faculty have access to. 3. Provide rewards that are part of the annual review process that are tangible and of value to faculty. 4. Offer Continuing Education units for faculty development activities when possible. 5. Ensure consistency across the SSW regarding asynchronous/synchronous virtual learning and make all content on learning platforms accessible for people of different learning abilities. 6. Provide faculty and staff with trainings and support for best practices via virtual instruction. 	<p>Dean</p> <p>Associate Dean for Educational Programs</p> <p>Associate Dean for Faculty Affairs</p> <p>DEI Office</p>

Key Constituency	Strategic Objective	Measures of Success	Detailed Actions Planned	Group/ persons accountable
Students	<u>Five-Year Strategic Objective 13:</u> Students will learn more about current events, understand them in a meaningful way, and then learn how to apply relevant social work skills to actions related to the event.	1. More students will indicate they participated in events and were engaged in advocacy activities.	1. The School and faculty will create opportunities for students to engage in advocacy-related work internally within the SSW and the external community.	Associate Dean for Educational Programs

C. Promoting an Equitable and Inclusive Community

Key Constituency	Strategic objective	Measures of Success	Detailed Actions Planned	Group/ persons accountable
Students	<p><u>Five-Year Strategic Objective 14:</u></p> <p>Provide more holistic student support.</p>	<p>1. Exit and climate surveys will show that more students indicate they have received a variety of support.</p>	<ol style="list-style-type: none"> 1. Inform students of the different sources for emergency funding. 2. Publicize available resources for student caregivers and student parents. 3. Provide holistic programs to support all students for wellness and academic experiences. 4. Provide programs for all interested students that focus on areas of interest identified by students, particularly those with underrepresented identities, around wellness and academic experiences. 5. Identify mechanisms to reward and financially support diversity, equity and inclusion work among students. 6. SSW faculty will initiate communication and coordination with the Social Science programs (administrators and faculty) in recognizing the identified problem areas and enacting relevant initiatives and changes. 	<p>Associate Dean for Educational Programs</p> <p>Doctoral Office</p> <p>DEI Office</p>

Key Constituency	Strategic Objective	Measures of Success	Detailed Actions Planned	Group/ persons accountable
Staff	<p><u>Five-Year Strategic Objective 15:</u></p> <p>Staff will have expanded opportunities to participate and engage in career development activities in general and particularly in discussions about Privilege, Oppression, Diversity, and Social Justice (PODS) to understand the application and implications of PODS within the school and the curriculum.</p>	<ol style="list-style-type: none"> 1. Increased number of staff that in climate surveys indicate they have a greater understanding of PODS in the curriculum and the school's operation. 2. Increased number of staff that in climate surveys indicate they feel they are more integrated in school activities. 	<ol style="list-style-type: none"> 1. Staff will have access to regular, accessible, structured opportunities to engage around current events. 2. There will be clarity from supervisors in the types of events that staff are invited to and if they have permission to attend the events or discussion groups that happen during the workday. 3. Provide resources to plan and implement an annual all-staff retreat. 	Assistant Dean for Administration, and Operations

Key Constituency	Strategic Objective	Measures of Success	Detailed Actions Planned	Group/ persons accountable
Students	<p><u>Five-Year Strategic Objective 16:</u></p> <p>Create accountability mechanisms that support inclusive participation.</p>	<ol style="list-style-type: none"> 1. Increased availability of data to be used in monitoring. 2. Sophisticated assessment of school climate. 3. Ongoing assessment of curriculum followed by evidence-based innovation. 	<ol style="list-style-type: none"> 1. Expand efforts to increase awareness of the Campus Climate Support staff, the UM Ombudsman, and the Office of Student Conflict Resolution at U-M to address expressions of bias. 2. Develop mechanisms to engage OSCR to facilitate restorative justice practice approaches in responding to incidents of unlawful bias in our school. 3. Raise awareness of the formalized procedures for students to address concerns with an emphasis on the identification of solutions. 4. Provide more opportunities for students to share their voices and concerns with faculty. 5. Develop a clearer process and increase transparency around student participation on School committees and the roles of student representatives on committees. 	Associate Dean for Educational Programs

Key Constituency	Strategic Objective	Measures of Success	Detailed Actions Planned	Group/ persons accountable
Students, Faculty, Staff	<p><u>Five-Year Strategic Objective 17:</u></p> <p>Educate our community on sexual and gender-based misconduct prevention in an effort to promote a safe and supportive environment for all members to work, learn, and thrive.</p>		<ol style="list-style-type: none"> 1. Support central efforts to educate faculty, staff, and students on the forthcoming University of Michigan Policy on Sexual and Gender-Based Misconduct prevention ("umbrella policy"). 2. Develop and socialize unit-specific value statements that align and reinforce the forthcoming university level values that promote culture and climate change consistent with both the Diversity, Equity & Inclusion, and Sexual and Gender-Based Misconduct Prevention work that is already underway. 	<p>Dean</p> <p>Associate Dean for Educational Programs</p> <p>Assistant Dean for Administration and Operations</p> <p>DEI Office</p>

Key Constituency	Strategic Objective	Measures of Success	Detailed Actions Planned	Group/ persons accountable
Students, Faculty, Staff	<p><u>Five-Year Strategic Objective 18:</u></p> <p>The SSW will engage in more purposeful and organized efforts related to populations that are currently, and have historically, been shut off from opportunities. The SSW will make public an informed social work discourse related to current events and social justice matters which is part of our responsibility as a school of social work.</p>	<p>1. More members of our community will participate and lead public events related to issues of social justice affecting society.</p>	<p>1. The School will more actively create dedicated, regular, accessible (via Zoom, streaming etc.) spaces to gather and discuss current events as they relate to diversity, equity, inclusion and social justice.</p>	<p>Dean</p> <p>Associate Dean for Educational Programs</p> <p>DEI Office</p>

Key Constituency	Strategic Objective	Measures of Success	Detailed Actions Planned	Group/ persons accountable
Faculty	<p><u>Five-Year Strategic Objective 19:</u></p> <p>Increase culturally responsive engagement with communities with an emphasis on building just relationships and how to appropriately enter and exit communities. Increase faculty involvement in community activities, partnerships and with social work-related organizations and groups.</p>	<ol style="list-style-type: none"> 1. Increase in the number and quality of partnerships with community organizations. 2. Increase in learning activities concerning community involvement and communication. 	<ol style="list-style-type: none"> 1. Develop a thorough inventory of all the community-based partnerships with SSW involvement in order to identify partnerships that could be strengthened and to avoid duplication or repetition. 2. Create connections with local K-12 institutions. 3. Invite community members to participate in SSW events and discussions. 4. Develop incentives to encourage more faculty to build and sustain community partnerships. 5. Hold more classes in agency contexts. 6. Increase the number of assignments, including independent studies that involve connecting with communities. 7. Increase the number of community members who are guest speakers and provide compensation. 8. Invite community members to participate in conferences, events, activities, classes, etc. 9. Address SSW's relationship with the Anishinaabeg - Three Fires Confederacy of Ojibwe, 	<p>Associate Dean for Educational Programs</p> <p>DEI Office</p> <p>ENGAGE Team</p>

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Key Constituency	Strategic Objective	Measures of Success	Detailed Actions Planned	Group/ persons accountable
Faculty	<u>Five-Year Strategic Objective 20:</u> Identify ways by which more financial integration can occur with external communities. There is a need to identify funding streams and aim towards sustainability.	1. Seek sustainable funding to support partnerships with communities.	1. Pursue funding to support field instructors, community members, for community based- participatory research. 2. Facilitate community access to appropriate UM resources.	Associate Dean for Research Associate Dean for Educational Programs

Key Constituency	Strategic Objective	Measures of Success	Detailed Actions Planned	Group/ persons accountable
Students, Faculty, Staff	<u>Five-Year Strategic Objective 21:</u> Create more robust communication strategies to increase transparency around the School's DEI efforts and progress.		<ol style="list-style-type: none"> 1. Develop a crisis response plan that outlines how we respond following pressing events both locally and nationally. 2. Develop a plan for regular communication with updates on DEI efforts and progress on the list of student demands. 3. Make meeting notes from School committees more accessible and easy to find. 	Dean Associate Dean for Educational Programs DEI Office Communications Team



VII. Plans for Supporting, Tracking and Updating the Strategic Plan

Director Larry M. Gant and Assistant Director Lauren Davis comprise the core leadership of the School of Work's Office for Diversity, Equity and Inclusion. Leadership for all aspects of the DEI strategic plan implementation will be the responsibility of the School of Social Work's Office for Diversity, Equity and Inclusion. This office will work with the appropriate deans and directors in the school to provide support and consultation to implement the activities. The office will also conduct specific ongoing educational and support services within the plan. The DEI office will coordinate data collection and work with the Dean, Associate Deans and Director of Administration, Finance and Operations to collate, analyze, and report on data. Semi-Annual reports on our implementation activities will be developed by the DEI office to be shared with all staff, students, faculty, and alumni.