



DIVERSITY, EQUITY, & INCLUSION



SCHOOL OF KINESIOLOGY  
UNIVERSITY OF MICHIGAN

# Strategic Plan Diversity, Equity, & Inclusion

(2019-2020)

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*This Strategic Plan for Diversity, Equity, and Inclusion in Kinesiology is considered a living document. It will undergo continual revisions, it welcomes additional input, and it will be revised and adjusted accordingly (as new information is obtained, new ideas are generated, and different needs arise).*



# Kinesiology Diversity, Equity, & Inclusion Strategic Plan

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## Introduction

*"At the University of Michigan, our dedication to academic excellence for the public good is inseparable from our commitment to diversity, equity, and inclusion. It is central to our mission as an educational institution to ensure that each member of our community has full opportunity to thrive in our environment, for we believe that diversity is key to individual flourishing, educational excellence and the advancement of knowledge."* From President Schlissel's Charge to the U-M Community for a Strategic Planning Process on Diversity, Equity, and Inclusion (July 2015).



The U-M School of Kinesiology fully embraces the aforementioned position and sentiments of President Schlissel. More specifically: (a) we celebrate and are committed to the ideals of diversity, equity, and inclusion, (b) we believe that diversity, equity, and inclusion enrich the learning environment and enhance the School's innovation and overall

productivity, and (c) we do not think we can maximize the excellence of our teaching, research, and service without considering the implications of diversity, equity, and inclusion. We have developed a strategic Diversity, Equity, & Inclusion (DEI) plan that uniquely addresses our challenges and opportunities in Kinesiology. Our DEI Plan includes some new programs and initiatives; however, the overall essence of our plan is for us to organically weave, infuse, embed, and integrate a consciousness and sensitivity to elements of diversity, equity, and inclusion into our existing culture – our ways of doing (our policies, practices, and procedures) and our ways of being (our teaching, learning, research, and service). The strategic thrusts of our plan are to: (a) increase our demographic/ compositional diversity, (b) promote inclusive excellence (in teaching, learning, scholarship, and service), and (c) create a fair, positive, and supportive environment for all of our faculty, staff, and students to thrive. Our DEI motto is: **KIN-ALL IN!**

The following page contains an Executive Summary of the Kinesiology DEI Plan. To access the full plan, please visit [kines.umich.edu/DEI](https://kines.umich.edu/DEI). The plan is a living document. It will undergo continual revisions, it welcomes additional input, and it will be revised and adjusted accordingly (as new ideas are generated, new information is obtained, and different needs arise). I encourage you to review the full plan, and I welcome your feedback. You may send your comments to [kines-dei@umich.edu](mailto:kines-dei@umich.edu).

As you can imagine, achieving the ideals of diversity, equity, and inclusion will take a continual, systematic, and sustained TEAM effort. This process will span the next several years as we continue to plan, implement, evaluate, and revise our DEI efforts and initiatives. The participation and engagement of our faculty, staff, and students in this process is critical! We need your feedback (your thoughts, suggestions, and ideas) to create an effective document ('game plan') to strategically guide our DEI efforts and to facilitate and sustain our success. We also need your active support, involvement, participation in our DEI activities. In the true spirit of team...I hope you will be **ALL-IN** for diversity, equity, and inclusion in Kinesiology!

Sincerely,

A handwritten signature in black ink, appearing to read 'Ketra L. Armstrong'.

Ketra L. Armstrong, Ph.D.  
Professor & Associate Dean  
Director, Diversity, Equity, & Inclusion



## Executive Summary: Highlights of the Kinesiology Diversity, Equity, & Inclusion Strategic Plan

- **Increase the diversity of Kinesiology students by:**
  - Engaging in intentional and targeted recruitment via print and electronic communications and participating in on and off-campus outreach and engagement activities with entities that serve diverse students.
  - Offering need-based application fee waivers and support for students with financial hardships.
  - Adhering to an inclusive review process for undergraduate and graduate student admissions.
  - Continuing to offer Kinesiology Merit Fellowships
  - Continuing the Kinesiology Bridge Program to facilitate the transition and academic success for students from communities who are underrepresented at UM.
- **Increase the diversity of Kinesiology faculty & staff via inclusive application pools by:**
  - Establishing a protocol document containing principles, practices, and procedures (best practices) for all faculty and staff searches/hires.
  - Requiring STRIDE training for individuals involved in searches for all faculty and staff positions.
  - Requiring Search Committees to report their efforts to obtain diverse applicant pools.
- **Enhance Kinesiology faculty, staff, and student competence/ability to engage in diversity/inclusion by:**
  - Maintaining an online (e-portal) of resources related to diversity, equity, and/or inclusion.
  - Offering diversity and inclusion related training (via workshops, seminars, programs, activities, etc.).
- **Encourage and support Kinesiology faculty, staff, and student engagement in diversity and inclusion by:**
  - Offering students grants to support research/scholarly activities related to diversity, equity, or inclusion.
  - Offering faculty grants to support research related to diversity, equity, or inclusion.
  - Offering faculty grants to promote inclusive teaching and learning in Kinesiology courses/curriculum.
  - Offering staff grants to support initiatives that promote diversity, equity, or inclusion in Kinesiology.
- **Increase Kinesiology faculty, staff, and student accountability for diversity, equity, and inclusion by:**
  - Requiring faculty and staff to document their DEI contributions in their annual reviews/productivity reports.
  - Requiring Kinesiology funded student associations to engage in at least one program a year related to diversity, equity, or inclusion.
- **Promote Inclusion throughout Kinesiology by:**
  - Offering at least one program per semester that stimulates dialogue on diversity, equity, and inclusion.
  - Increasing student participation in the Kinesiology Diversity and Inclusion Network (KDIN).
  - Establishing an inclusive mentoring and peer advising community/program for students.
  - Ensuring diverse and inclusive images and narratives in all of Kinesiology materials and products.
- **Promote equity and transparency in Kinesiology by posting accurate policies, practices, and procedures:**
  - Revising and making accessible Kinesiology 'governing' documents such as the Undergraduate Handbook, Graduate Bulletin, and the Faculty and Staff Handbook.
  - Establishing/revising a conflict resolutions process for faculty, staff, and students.
  - Sexual harassment and misconduct prevention training for the Kinesiology community.



## I. Diversity, Equity, & Inclusion Strategic Plan Overview

*"At the University of Michigan, our dedication to academic excellence for the public good is inseparable from our commitment to diversity, equity, and inclusion. It is central to our mission as an educational institution to ensure that each member of our community has full opportunity to thrive in our environment, for we believe that diversity is key to individual flourishing, educational excellence and the advancement of knowledge."* From President Schlissel's Charge to the U-M Community for a Strategic Planning Process on Diversity, Equity, and Inclusion (July 2015).

**Diversity:** *We commit to increasing diversity, which is expressed in myriad forms, including race and ethnicity, gender and gender identity, sexual orientation, socio-economic status, language, culture, national origin, religious commitments, age, (dis)ability status, and political perspective.*

**Equity:** *We commit to working actively to challenge and respond to bias, harassment, and discrimination. We are committed to a policy of equal opportunity for all persons and do not discriminate on the basis of race, color, national origin, age, marital status, sex, sexual orientation, gender identity, gender expression, disability, religion, height, weight, or veteran status.*

**Inclusion:** *We commit to pursuing deliberate efforts to ensure that our campus is a place where differences are welcomed, different perspectives are respectfully heard and where every individual feels a sense of belonging and inclusion. We know that by building a critical mass of diverse groups on campus and creating a vibrant climate of inclusiveness, we can more effectively leverage the resources of diversity to advance our collective capabilities.*

In the spirit of *team* ... our motto is **KIN – ALL IN!** The graphic below represents Kinesiology's DEI logo/brand marker. It will be displayed on our DEI print and electronic materials, our products, and where possible, our premium items.



*Inspiring Our Present...Empowering Our Future!*



## DEI Foresight and Forecast

The School of Kinesiology offers degree programs and is comprised of corresponding faculty (at various ranks and with varied responsibilities) in two different sub-disciplines related to: (a) STEM, biomedical, and allied health professions, and (b) social sciences and business management professions. More specifically, it offers content/programs in Athletic Training, Applied Exercise Science, Movement Science, and Sport Management. Kinesiology's disciplinary diversity represents unique challenges and opportunities relative to promoting compositional and ideological diversity, equity, and inclusion for our faculty, staff, and students.

In the coming years we hope to attain information that will equip us with the foresight and empower us with the ability to strategically forecast problems and realize possibilities relative to achieving the ideals and promises of diversity, equity, and inclusion. The questions/issues we hope to unearth and address in the coming years include but are not limited to the following:

- The climate/pulse/'temperature' of the School of Kinesiology relative to diversity, equity, and inclusion?
- Where we are 'drawing lines in the sand' around diversity, equity, and inclusion?
- The identity of Kinesiology relative to diversity, equity, and inclusion?
- What diversity, equity, and inclusion in Kinesiology look like now [race/ethnicity; religious identity/faith tradition; disability; sexuality/sexual orientation; gender/gender identity; first-generation status; geographical residence; etc.]? What should it look like in the future?
- How diversity, equity, and inclusion are presently received by faculty, staff, and students?
- How diversity, equity, and inclusion should be positioned in Kinesiology for faculty, staff, and student acceptance, engagement and/or support?
- Best practices for inclusive teaching/instruction/curriculum, advising, and mentorship.
- Defining moments of relationships with/for faculty, staff and students relative to diversity, equity, and inclusion.
- Elements that foster meaningful academic engagement between Kinesiology faculty, staff, and students.
- Sociocognitive impact of diversity, equity, and inclusion on the performance of Kinesiology faculty, staff, and students.
- Personal stories, histories, and experiences of Kinesiology faculty, staff, and students that encourage or discourage their full engagement.

There are a number of imperatives for institutionalizing Kinesiology's DEI success:

- Securing the necessary personal, financial, informational, and physical resources to make the ideals of diversity, equity, and inclusion in Kinesiology a reality.
- Facilitating Kinesiology faculty's, staff's, and students' earnest engagement and commitment to diversity, equity, and inclusion.
- Holding Kinesiology faculty and staff responsible and accountable for contributing to an environment that promotes diversity, equity, and inclusion.
- Kinesiology faculty's, staff's, and students' courage and willingness to embrace their fears and welcome the unknowns to experience the benefits of diversity, equity, and inclusion.





## Snapshot of Kinesiology's Diversity, Equity, & Inclusion Activities 2018-19

- **Diverse Student Recruitment (on and off-campus)**  
Kinesiology faculty, staff, and students participated in various outreach and engagement activities on and off-campus (locally, regionally, and nationally) that served or targeted demographically diverse students and shared with them opportunities for undergraduate and graduate education in Kinesiology at UM.
- **Alliances with Minority Serving Institutions**  
Kinesiology continued its active alliance and engagement with a number of Minority Serving Institutions such as Historically Black Colleges and Universities (HBCUs) and Hispanic Serving Institutions (HSIs). We also explored ways of enhancing and expanding our alliance with Tribal Colleges/Universities).
- **Kinesiology Diversity and Inclusion Network**  
To engage and empower our students to be advocates and champions of diversity and inclusion, Kinesiology continued to support the Kinesiology Diversity and Inclusion Network (KDIN). KDIN is open to all students in Kinesiology and is comprised of a demographically diverse group of undergraduate and graduate students from various Kinesiology academic programs areas. KDIN was recently (Winter 2019) registered as a voluntary student association at UM. The purpose of KDIN is to be a viable entity/network for Kinesiology students' support and engagement in DEI.
- **Kinesiology 'Kickback'**  
Kinesiology hosted an end-of-the semester activity with food, fun, and games to create community and provide our undergraduate and graduate students with a space and opportunity to decompress and recharge prior to their final exams.
- **Graduate Research Showcase**  
To celebrate ideological and disciplinary diversity within Kinesiology, we offered our annual Research Showcase featuring the research/scholarly activity of our graduate students with record participation and attendance.
- **Kinesiology Bridge Program**  
Kinesiology continued its offering of a program to connect and engage students from populations that are underrepresented in graduate education (such as first generation, those who attended Minority Serving Institutions, etc.) for success at UM. The program featured presentations from Kinesiology and UM constituents, social and networking activities, campus tours, as well as leadership, team building, and other activities to promote and facilitate their success as UM graduate students. Twenty-three (23) students participated in our Bridge program (this represented an increase that almost doubled the participation in our initial Bridge program, which was 12 students).
- **Lunch & Learn: Unconscious Bias Training**  
Kinesiology offered a workshop entitled "Unconscious Bias in Everyday Life" for our faculty and staff. This workshop included engaging explorations and discussions about: (a) how culture, identities, and unconscious biases impact our interactions with others, (b) how cultural assumptions may be flawed, and (c) how to navigate our biases and cultural differences. The workshop was well attended by Kinesiology faculty and staff.



## Snapshot of Kinesiology's Diversity, Equity, & Inclusion Activities 2017-18

- **Lunar New Year Celebration**

We hosted a Lunar New Year Celebration for Kinesiology faculty, staff, and students. This event featured Asian cuisine and a video celebration of the Lunar New Year, followed by a discussion about culture in general and the cultural significance of this event. This endeavor allowed for a spirited and inclusive fellowship of Kinesiology faculty, staff, and students and their guests, and was a particularly powerful celebration for our stakeholders of Asian descent.

- **Movie Night: "Black and Blue: The Story of Gerald Ford and Willis Ward"**

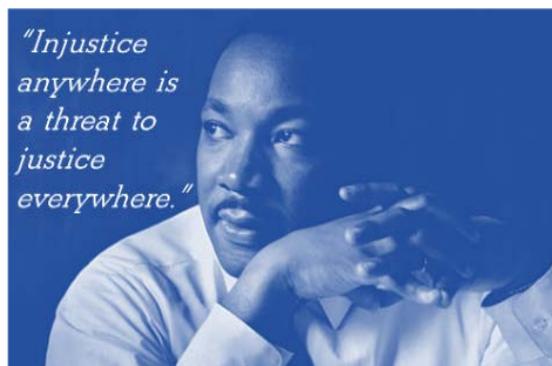
Kinesiology hosted the Documentary "Black and Blue" to engage students, faculty, and staff in a critical discussion about race and sport. The Movie Night was held in Bickner Auditorium and featured popcorn, soft drinks, and other snacks. The movie elicited rich dialogue and discussion among the audience comprised of Kinesiology faculty, staff, and students. This endeavor was a Kinesiology Dialogue on Diversity initiative.

- **Student Climate Survey Discussion**

An event was held featuring the presentation and discussion of Kinesiology students' response to the UM Climate survey. The discussion with students centered on the nature of the results and ways of making Kinesiology a more inclusive and welcoming climate for all students. The students' comments were insightful and they offered valuable suggestions that will be implemented next year. This endeavor was a Kinesiology Dialogue on Diversity initiative.

- **MLK Symposium: "The Power of Race: Unravelling the Illusion (Implications for Kinesiology)"**

In conjunction with the UM MLK theme of 'unravelling,' Kinesiology hosted a symposium for that featured a documentary on the biological and sociological ascriptions and implications of race. The event included a discussion of the illusions associated with race and the impact on Kinesiology teaching, learning, scholarship, and service. A lively and engaged discussion followed, and the event concluded with a reception. This endeavor was a Kinesiology Dialogue on Diversity initiative.



# Kinesiology's Diversity, Equity, & Inclusion Goals and Objectives

- Compositional Diversity – Enhanced diversity via multiculturalism and cultural pluralism in the demographic representation among Kinesiology faculty, staff, and students.
- Ideological/Intellectual Diversity – Increased diversity in Kinesiology education (classroom instruction/teaching and learning) and scholarly endeavors.
- Cultural Competence – Improved skills of Kinesiology faculty, staff, and students relative to diversity, equity, and inclusion.
- Equity – Fairness and transparency in the policies, practices, and procedures governing faculty and staff hiring, promotion, job responsibilities, and rewards.
- Inclusion – Creation of a climate, community, and physical space that is welcoming and supportive of all Kinesiology faculty, staff and students.
- Diversity Branding – Branded salience and marketing of diversity, equity, and inclusion in all of Kinesiology print and electronic materials and program premiums.

## Planning for Diversity, Equity, & Inclusion in Kinesiology

## Principles for Achieving Diversity, Equity, & Inclusion in Kinesiology

### Creating a Sustainable Culture of Diversity, Equity, & Inclusion in Kinesiology

(Adaptation of Pless & Maak, 2004)



### Fundamentals of Successful and Authentic Diversity, Equity, & Inclusion in Kinesiology

(Sonmechein, 1999)

- Respect – for others, for differences, for ourselves.
- Tolerance – for lack of familiarity and ambiguities in language, styles, and behaviors.
- Flexibility – in situations that are new, different, difficult, and/or challenging.
- Empathy – to feel what someone who is different from you might be feeling.
- Patience – for change that can be slow and difficult.
- Humor – because when we lose our sense of humor, we lose our perspective, and our sense of humanity.



## II. Implementation Highlights and Planning Process

The Director for Kinesiology's Diversity, Equity, and Inclusion (DEI) Plan is Ketra L. Armstrong (Associate Dean for Graduate Affairs and Professor of Sport Management). In addition to a team of faculty and staff from Kinesiology to assist her with the implementation of the elements contained in this plan, she will also be assisted by a part-time DEI coordinator, a DEI graduate student assistant, and undergraduate DEI student liaison. Additionally, since the implementation process is intended to be delivered in a manner that weaves matters of DEI throughout the culture of Kinesiology, the Kinesiology DEI director will work accordingly with other factions of the School (the Kinesiology Faculty and Program Chairs, the HR Office, Staff Development, Office of Graduate and Undergraduate Affairs, Associate Deans, Kinesiology Executive Committee, Kinesiology student leaders, and others) to integrate DEI into their processes and procedures. We have made much progress in this regard but will need to continue to intensify this effort.

The items contained in this plan are realistic and achievable based on the manner in which we have been able to either complete the tasks and action items proposed, or make notable progress in that regard. During Year 3 we offered a variety of DEI related activities (such as symposia, information, training and education, and activities) targeted to Kinesiology faculty, staff, and students, and to a lesser extent alumni. The events targeting faculty and staff were well attended and garnered good support; however, such was not the case for the events targeting our students which were less successful with limited attendance/participation.

What we learned from Year 3 is that we need to continue our offerings of various DEI initiatives for our faculty and staff as they seem to be appreciated and beneficial (based on faculty and staff feedback). We also learned that while we offer DEI grants for our faculty, staff, and students, these have been under-utilized and we need to be more intentional in promoting them and encouraging our constituents to pursue them. Perhaps most insightful was what we learned about our students' lack of participation in our DEI student events consequent to an event we had on the presentation and discussion of the results of our students' responses to the DEI Climate Survey (and ways of making Kinesiology more inclusive for all students). Based on the feedback the students at the event provided, we have already discovered ways to improve in this regard, and we will be more intentional and strategic in employing student leaders to help with the planning and implementation of the student-focused events, which we hope will mobilize student involvement.



*We need to give each other the space to grow, to be ourselves, to exercise our diversity.  
We need to give each other space so that we may both give and receive  
such beautiful things as ideas, openness, dignity, joy, healing, and inclusion. (Max De Pree)*



### III. Data and Analysis: Key Findings

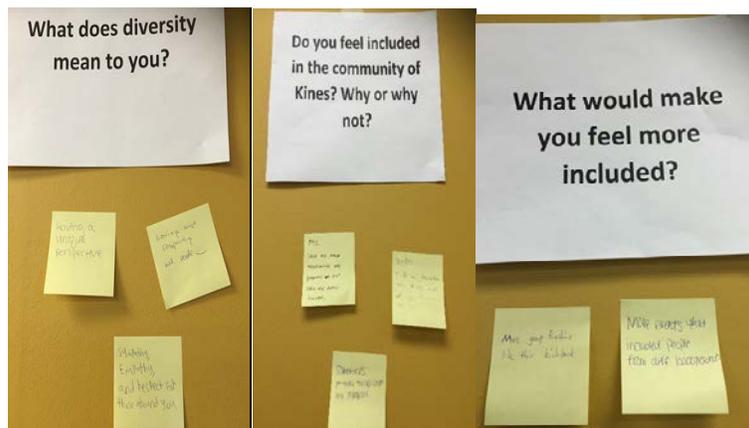
Initial data on which this plan was initially devised were obtained in 2016 via a number of measures such as: (a) conversations and group discussions with Kinesiology students (both solicited and unsolicited), (b) UM and Rackham data on Kinesiology's undergraduate and graduate programs, (c) informal conversations with Kinesiology faculty and staff, and (d) tangentially from feedback received from faculty and staff during our search for a new Dean regarding the needs, challenges, and issues that needed to be addressed in the School of Kinesiology. More recent data that informed the nature of this plan included: (a) the UM 2017 All-Student Climate Survey, (b) the UM 2017 All-Staff Climate Survey, and (c) the 2018 All Faculty Climate Survey.

The collective nature of the information obtained thus far, supports the premise and informs the strategies contained in this iterative strategic plan. Notwithstanding the positive sentiments expressed by most faculty, staff, and students (via the various data collection means employed), some of the information obtained evidenced areas that needed improving: (a) the demographic compositional diversity among Kinesiology faculty, staff, and students, (b) the culture and climate in Kinesiology (notably for females and non-white students), (c) equity and fairness in Kinesiology, (d) the inclusiveness of Kinesiology instruction/teaching and learning, and (e) and the cultural competence of Kinesiology faculty, staff, and students (notably as it pertains to how students with unique cultural identities are treated). Be it in independent and/or interdependent ways, the feedback obtained thus far has been informative, and has substantiated the need for enhancing and improving various elements regarding diversity, equity, and inclusion in Kinesiology.

Notwithstanding the unique insight gleaned, more comprehensive information is needed with larger and more representative sample sizes. As such, we will continue to review current UM data on Kinesiology and we have plans to eventually also collect data directly from our stakeholders to obtain additional insight regarding issues that should be prioritized and the parameters by which they should be addressed and infused into this iterative strategic plan. In the future, UM entities such as CRLT, STRIDE, ADVANCE and others will be consulted to assist with ascertaining data from Kinesiology constituents to further inform this iterative plan.

The central/primary focus of our Year 4 DEI Plan is inclusion and includes the following objectives:

- Increasing our students' involvement in our DEI initiatives.
- Improving our faculty's competence to deliver inclusive instruction.
- Enhancing our staff's competence to deliver inclusive service.



## IV. A. Strategic Objectives, Measures of Success, and Action Items\*

*\*All strategic objectives and related actions will be pursued through legally compliant means.*

### Constituency Targeted: Students

#### **A) Student Recruitment**

##### Strategic Objective(s):

- a. Improve our outreach and engagement (via on and off-campus activities) with high schools and colleges that serve demographically diverse students.
- b. Increase the diversity of the applications to Kinesiology Undergraduate and Graduate Degree Programs.

Measures of Success: An increase in the diversity of students who apply to Kinesiology Graduate and Undergraduate Programs.

##### FY 20 Actions:

- a. Identify/compile e-mail contacts of entities and that serve/enroll high performing demographically diverse students (Minority Serving Institutions (MSI) [such as Historically Black Colleges/Universities (HBCUs) Hispanic Serving Institutions (HIS), and Tribal Colleges], McNair Scholar Programs, high schools with diverse student populations, and list serves and associations to send targeted e-mails regarding educational opportunities in Kinesiology.
- b. Offer an e-Information session for students at demographically diverse colleges and universities.
- c. Visit at least five (5) local (Detroit, Ypsilanti, Belleville, Romulus) and three (3) regional entities such as high schools, Peace Neighborhood, Boys & Girls Clubs, and other programs/events that serve/enroll demographically diverse students to recruit for Kinesiology Undergraduate Programs.
- d. Visits, outreach, and engagement to at least two (2) entities or events (such as recruitment fairs) that serve/enroll a diverse student population to recruit for Kinesiology Graduate Program (at least one per semester).
- e. Involve current Kinesiology students from demographically diverse high schools or colleges/universities in at least one outreach and engagement activity per year (return to home high schools and home colleges) to share information about educational opportunities in Kinesiology.

Goal: Diversity

#### **B) Student Enrollment**

Strategic Objective: Increase the diversity of students enrolled in Kinesiology Graduate and Undergraduate Programs

Measures of Success: An increase in the diversity of students enrolled into our Kinesiology Graduate and Undergraduate programs.

##### FY 20 Actions:

- a. Invite campus visits for students from our MSI partner institutions.
- b. Implement a system for waiving the UG and Graduate application fees for need-based students.
- c. Create Graduate Admission metrics beyond the traditional GRE scores that are viable indicators of academic merit, potential, and 'grit'.
- d. Maintain a Kinesiology Merit Fellowship for Graduate students and establish a Kinesiology Merit Fellowship for Undergraduate students using the same criteria that is used to select Rackham Merit Fellows.
- e. Offer need-based bridge support for deserving students with financial hardships.

Goal: Diversity



### C) Student Retention

Strategic Objective: Provide a supportive and welcoming learning environment for all students.

Measures of Success: Review of anecdotal feedback from students as well as exit surveys.

FY 20 Actions:

- a. Elevate the presence of the Kinesiology Student Diversity and Inclusion Network at UG and Graduate Fall Orientations.
- b. Establish an Inclusive Mentoring and Peer-Support community/program for students.
- c. Maintain a dedicated physical multicultural space for students.
- d. Offer at least one DEI program, event, or activity per semester that will promote cultural learning and facilitate interactions among diverse groups of Kinesiology graduate and undergraduate students.
- e. Create an online or e-portal of DEI resources and materials for students.
- f. Maintain the Bridge Program throughout the academic year to support the transition and academic success of students from groups that are underrepresented in at UM and in Kinesiology.

Goals: Diversity and Inclusion

**Constituency Targeted: Faculty**

### A) Faculty Recruitment:

1. Strategic Objective: Obtain diverse applicant pools for all Kinesiology faculty hires.

Objective Measure: Diversity of applicants in the pools for Kinesiology faculty hires.

FY 20 Actions:

- a. Comprise a list of potential hiring, advertising, and job posting outlets with high reach and high return with diverse faculty so that postings will reach a broader audience.

Goal: Diversity

2. Strategic Objective: Ensure that search committees adhere to best practices to achieve diverse applicant pools for all Kinesiology faculty hires.

Objective Measure: Documentation of search committee adherence to best practices.

FY 20 Actions:

- a. Establish a protocol document containing principles, practices, and procedures for all faculty searches relative to DEI.
- b. Require each search committee to document the actions taken to achieve a diverse applicant pool.
- c. Mandate STRIDE training for individuals serving on a Search Committee and/or interacting with candidates for faculty hires.

Goal: Diversity (also impacts student retention strategies).

### B) Faculty DEI Development: *'Who dares to teach, must never cease to learn'* (J.C. Dana)

1. Strategic Objective: Enhance faculty's instructional competence with DEI.

Objective Measure: Evidence of DEI in faculty course syllabi.

FY 20 Actions:

- a. Support program area faculty workgroups for Inclusive Instruction (to review the undergraduate and graduate curriculum and establish program area baseline metrics/content regarding DEI content and competency).
- b. Offer Diversity Training/Inclusive Instruction (Teaching & Learning) Workshops for faculty.
- c. Maintain an online/e-portal of DEI related resources and information for faculty.

Goal: Inclusion (also impacts retention strategies for underrepresented students)



2. Strategic Objective: Encourage faculty's commitment to DEI.

Objective Measure: Evidence of faculty's contribution to DEI.

FY 20 Actions:

- a. Offer Inclusive Instruction Grants for faculty course redesign.
- b. Require faculty to document their DEI contributions and commitment (i.e., inclusive mentoring, inclusive instruction, diversity outreach, etc.) in their annual evaluations.

Goal: Inclusion (also impacts retention strategies for underrepresented students)

### C) Faculty Professional Development

Strategic Objective: Enhance the faculty's skills for career advancement.

Measures of Success:

- a. Faculty's participation in professional development/career advancement activities.
- b. Faculty's improved knowledge, skills, and strategies for professional development and career advancement.

FY 20 Actions:

- a. Proactively communicating and advertising UM professional development/career advancement programs to faculty.
- b. Encouraging and supporting faculty's participation in professional development/ career advancement programs and activities.

Goals: Equity and Inclusion

#### Constituency Targeted: Staff

### A) Staff Recruitment:

1. Strategic Objective: Obtain diverse applicant pools for all Kinesiology staff hires.

Objective Measure: Diverse profile of applicant pools for Kinesiology staff hires.

FY 20 Action: Compile a list of potential hiring, advertising, and job posting outlets with high reach and high return with diverse staff so that postings will reach broader audience.

Goal: Diversity

2. Strategic Objective: Ensure that search committees adhere to best practices to achieve diverse applicant pools for all Kinesiology staff hires.

Objective Measure: Documentation of search committee adherence to best practices.

FY 20 Actions:

- a. Establish a protocol document of principles, practices, and procedures for all Staff searches relative to DEI.
- b. Require each search committee to document the actions taken to achieve a diverse applicant pool.
- c. Mandate STRIDE training for individuals serving on a Search Committee and/or interacting with candidates for staff hires.

Goal: Diversity

### B) Staff DEI Development:

1. Strategic Objective: Enhance staff's development and competence with DEI.

Objective Measure: Improved skills, ability, and comfort with DEI via self-reflection survey.

FY 20 Actions:

- a. Offer Diversity/Inclusion Training Workshop for staff.
- b. Maintain an e-portal of DEI resources for staff.

Goal: Inclusion



2. Strategic Objective: Encourage staff's commitment to DEI.

Objective Measure: Evidence of staff's participation and contribution to DEI.

FY 20 Actions:

- a. Ensure that DEI is an agenda item at all staff Meetings.
- b. Offer staff grants for DEI programs and events.
- c. Require staff to document their DEI commitment and contributions (i.e., attendance at DEI related workshops, webinars, etc.) in their annual reviews.

Goal: Inclusion

C) Staff Professional Development:

Strategic Objective: Enhance the staff's skills for career advancement.

Measures of Success:

- a. Staff's participation in professional development/career advancement activities.
- b. Staff's improved knowledge, skills, and strategies for professional development and career advancement.

FY 20 Actions:

- a. Proactively communicating and advertising UM professional development/career advancement programs to staff.
- b. Encouraging and supporting staff's participation in professional development/career advancement programs and activities.

Goals: Equity and Inclusion

## ...Inclusion

*"I know there is strength in the differences between us. I know there is comfort, where we overlap."  
(Ani DiFranco)*



## IV. B. Education and Scholarship\*

*\* All strategic objectives and related actions will be pursued through legally compliant means.*

### Target Constituency: Faculty

#### **A) Faculty DEI Education:**

Strategic Objective: Assess the DEI 'pulse' and competence of Kinesiology faculty.

Measures of Success: Faculty's post-training response to the DEI training sessions.

FY 20 Action: Offering DEI related training/workshops for Faculty

Goal: Inclusion

#### **B) Faculty DEI Scholarship:**

Strategic Objective: Enhance Kinesiology faculty's embrace of DEI scholarship.

Measures of Success: Faculty applications for DEI Research Grants.

FY 20 Action: Offer grants to support faculty scholarship on matters related to DEI in Kinesiology.

Goal: Diversity and Inclusion

### Target Constituency: Staff

#### **Staff DEI Education:**

Strategic Objective: Assess the DEI 'pulse' and competence of Kinesiology staff.

Measures of Success: Staff's post-training response to DEI training sessions.

FY 20 Action: Offering DEI related training/workshops for staff.

Goal: Inclusion

### Target Constituency: Students

#### **A) Student DEI Education:**

Strategic Objective: Assess the DEI 'pulse' of Kinesiology students.

Measures of Success: Student post-event response to DEI activities.

FY 20 Action: Offer DEI related events to inform and educate students.

Goal: Diversity

#### **B) Student DEI Scholarships:**

Strategic Objectives: Enhance Kinesiology students' embrace of DEI research and scholarly activities.

Measures of Success: Student applications for student DEI Research Grants

FY 20 Actions:

- a. Offer grants to support student research/scholarly activities on matters related to DEI in Kinesiology.
- b. Continue to offer the Graduate Research Showcase Winter 2020 to feature the intellectual diversity of Kinesiology student's scholarship.

Goals: Diversity and Inclusion



## IV. C. Promoting an Equitable and Inclusive Community\*

\* All strategic objectives and related actions will be pursued through legally compliant means.

### Key Constituents: Faculty, Staff, and Students

- Strategic Objective: Transparency in Kinesiology 'governing' documents, policies, practices, and procedures.  
Measures of Success: The posting and accessibility of current policies and procedures for faculty, staff, and students.  
FY 20 Actions:

  - Review, revise/update, and post Undergraduate Student Handbook
  - Review, revise/update, and post Graduate Bulletin
  - Review, revise/update, and post Faculty and Staff Handbook

Goal: Equity
- Strategic Objective: Establish conflict resolution procedures.  
Measures of Success: Established conflict resolution procedure  
FY 20 Actions:

  - Consult Kinesiology HR officer, STRIDE, OGC, or other UM offices on conflict resolution practices.
  - Publicize existing University pathways for reporting concerns and to encourage students, faculty, and staff to report concerns for resolutions.

Goal: Equity
- Strategic Objective: Increased presence of diversity and inclusion in marketing materials.  
Measures of Success: Culturally diverse and inclusive Kinesiology images and narratives in print and electronic materials, on the website, and in program premiums.  
FY 20 Action: Review current Kinesiology print and electronic materials and premiums for DEI content and presence (narratives, images, brand markers, etc.).  
Goal: Inclusion
- Strategic Objective: Enhance Kinesiology constituents' embrace of DEI.  
Measures of Success: Kinesiology faculty, staff, and student participation in DEI activities.  
FY 20 Actions:

  - Maintain an online portal of DEI resources.
  - Disseminate Kinesiology DEI Update (Fall 2018)
  - Offer at least one School-wide DEI program each semester.

Goal: Inclusion
- Strategic Objective: Assess the 'pulse' of DEI in Kinesiology.  
Measures of Success: Results from Rackham Reviews and UM Climate Surveys (as available)  
FY 20 Action: Continual review of Rackham and UM data for Kinesiology faculty, staff, and students  
Goal: Equity & Inclusion



6. Strategic Objective: Establish a mechanism for continual DEI feedback and response.  
Measures of Success: Participant feedback offered.  
FY 20 Action: In consultation with OIE, OGC, and other UM entities, create an online 'Suggestion Box' for faculty, staff, and students to provide continual feedback and develop a corresponding response system/process.  
Goal: Equity & Inclusion
7. Strategic Objective: Educate our community on sexual harassment and misconduct prevention in an effort to promote a safe and supportive environment for all members to work, learn, and thrive.  
FY 20 Action: Support unit-level participation in mandatory training.

## IV. D. Service\*

*\* All strategic objectives and related actions will be pursued through legally compliant means.*

### Targeted Constituency: Faculty

Strategic Objective: Ensure that all Kinesiology course materials are accessible to a diverse group of learners.  
Measures of Success: Ability/disability access to Kinesiology print and electronic course materials.  
FY 20 Action: Require faculty to attest in their syllabi that all print and electronic materials are accessible to individuals with visual, hearing, or other impairments or learning challenges.  
Goal: Inclusion

### Targeted Constituency: Staff

1. Strategic Objective: Ensure access to Kinesiology development activities by women and People of Color.  
Measures of Success: Diversity in Kinesiology database of current and potential donors and educational partners.  
FY 20 Action: Review and adjust the current and prospective lists of external partners, constituents, and stakeholders to promote diverse and inclusive representation.  
Goals: Diversity & Inclusion
2. Strategic Objective: Ensure access to Kinesiology buildings and spaces.  
Measures of Success: Visible and readily available ability/disability information and access to Kinesiology buildings and spaces.  
FY 20 Action: Review all signage and points of entry to ensure ADA access to Kinesiology buildings and spaces.  
Goal: Inclusion
3. Strategic Objective: Ensure access to all Kinesiology materials.  
Measures of Success: Ability/disability access to Kinesiology print and electronic materials.  
FY 20 Action: Review all print and electronic materials and website to ensure that they are ADA compliant and accessible to individuals with visual, hearing, and other impairments.  
Goal: Inclusion



4. Strategic Objective: Improve staff's ability to counsel and advise Kinesiology students.

Measures of Success: Staff reported successes with counseling diverse students.

FY 20 Action: Encourage OUSA and OGSA staff to meet with UM Counseling services (CAPS and others) to learn best practices for counseling/advising diverse students.

Goal: Inclusion

### Targeted Constituency: Students

Strategic Objective: Encourage all recognized Kinesiology student associations to engage in inclusive service.

Measure of Success: Kinesiology student association members' participation in service to diverse and/or underserved populations or communities.

FY 20 Actions:

- a. Encourage each Kinesiology sponsored student association to participate in at least one event per year with diverse and/or underserved populations or communities.
- b. Prioritize funding of voluntary student organization events that have a DEI theme.

Goal: Inclusion

## V. Goal-Related Metrics Tracked Over Time\*

*\*All the following strategic objectives and related actions will be pursued in accordance with the law and the University policy.*

**Diversity**: Increased demographic and compositional diversity among Kinesiology faculty, staff, and students based on the annual review of demographic data.

**Equity**: Fairness and transparency in the administering of faculty, staff, and student policies, practices, and procedures based on relevant documentation.

**Inclusion**: Evidence of an environment, climate, and culture that is welcoming and supportive of all Kinesiology faculty, staff, and students based on but not limited to the following:

- Increased presence and infusion of diversity, equity, and inclusion content and learning activities/assessments in graduate and undergraduate curriculum based on annual reviews of course syllabi, faculty productivity reviews, and other metrics.
- Improved climate and culture via periodic climate survey assessments.
- Increased cultural competence by faculty and staff via periodic reflections and assessments.

### Kinesiology Diversity, Equity, & Inclusion Game Plan

- ▶ **Unveil, Inspire, Release, and Harness the Diversity of Human Genius in Kinesiology Faculty, Staff, and Students!**



Some elements of diversity, equity, and inclusion are difficult to quantify or codify. Moreover, quantitative data do not tell the “why” of the findings, nor do they tell the full narrative of the ‘story’ such data seek to convey. Additionally, the value of quantitative data is dependent upon the size and characteristics of the sample on which they are based. Notwithstanding the limitations of quantitative data, we will track and monitor a number of metrics to help us gauge the scope of: (a) effectiveness of our plan, and (b) our progress and/or challenges regarding achieving our diversity, equity, and inclusion ideals, goals, and objectives. The quantitative metrics we will track are categorized below and organized by our constituent groups as follows and pertain to Kinesiology and/or UM:

#### **Undergraduate Students:**

- Demographic Composition
  - Headcount
  - Race/Ethnicity
  - Sex
- Graduation Rates:
  - 4-Year
  - 6-Year
- Enrollment:
  - Entry Status (New, Continuing)
  - Student Class (Freshman, Sophomore, Junior, Senior)
- Climate Survey Indicators:
  - Satisfaction with overall UM climate/environment
  - Semantic aspects of the general climate of UM campus overall
  - Semantic aspects of the DEI climate at UM campus overall
  - Feeling valued at UM campus overall
  - Feeling of belongingness at UM campus overall
  - Assessment of UM institutional commitment to diversity, equity, and inclusion
  - Perceptions of equal opportunity for success at UM campus overall.
  - Feeling able to perform up to full potential at Um campus overall
  - Feelings of academic growth at UM campus overall
  - Feelings of discrimination at UM campus overall

#### **Graduate Students:**

- Demographic Composition
  - Headcount
  - Race/Ethnicity
  - Sex
- Enrollment:
  - Student Class (Graduate – Masters/Doctoral/Professional)



- Climate Survey Indicators:
  - Satisfaction with climate/environment in Kinesiology
  - Assessment of semantic aspects of the general climate in Kinesiology
  - Assessment of semantic aspects of the DEI climate in Kinesiology
  - Feeling valued in Kinesiology
  - Feeling of belongingness in Kinesiology
  - Assessment of Kinesiology's commitment to diversity, equity, and inclusion
  - Perceptions of equal opportunity for success in Kinesiology
  - Feeling able to perform up to full potential in Kinesiology
  - Feelings of academic growth in Kinesiology
  - Feelings of discrimination in Kinesiology

**Staff:**

- Demographic Composition
  - Headcount
  - Race/Ethnicity
  - Sex
  - Age (Generational Cohort)
- Climate Survey Indicators:
  - Satisfaction with climate/environment in work unit
  - Assessment of semantic aspects of the general climate in work unit
  - Assessment of semantic aspects of the DEI climate in work unit
  - Feeling valued in work unit
  - Feeling of belongingness in work unit
  - Assessment of work unit's commitment to diversity, equity, and inclusion
  - Perceptions of equal opportunity for success in work unit
  - Feeling able to perform up to full potential in work unit
  - Feelings of academic growth in work unit
  - Feelings of discrimination in work unit

**Faculty:**

- Demographic Composition
  - Headcount
  - Race/Ethnicity
  - Sex
  - Tenure Status



- Climate Survey Indicators:
  - Satisfaction with climate/environment in Kinesiology
  - Assessment of semantic aspects of the general climate in Kinesiology
  - Assessment of semantic aspects of the DEI climate in Kinesiology
  - Feeling valued in Kinesiology
  - Feeling of belongingness in Kinesiology
  - Assessment of Kinesiology's commitment to diversity, equity, and inclusion
  - Perceptions of equal opportunity for success in Kinesiology
  - Feeling able to perform up to full potential in Kinesiology
  - Feelings of academic growth in Kinesiology
  - Feelings of discrimination in Kinesiology

In addition to these quantitative metrics, we will periodically try to obtain qualitative data as well, as associated with the various elements/activities in our DEI plan.

## VI. A. Recruitment, Retention, and Development\*

*\*All the following strategic objectives and related actions will be pursued through legally compliant means.*

### Explanation of Abbreviations Used in Tables 1-11

- DEI: Diversity, Equity, & Inclusion
- Grad: Graduate
- Grad. Cord.: Graduate Coordinator
- Grad. Comm.: Graduate Committee
- HBCU: Historically Black College/University
- HSI: Hispanic Serving Institution
- IDI: Intercultural Development Inventory
- KDEI Dir.: Kinesiology Diversity, Equity, and Inclusion Director
- KDEI Cor.: Kinesiology Diversity, Equity, and Inclusion Coordinator
- KDEI Comm: Kinesiology Diversity, Equity, & Inclusion Committee/Ambassadors
- KDEI GA: Kinesiology Diversity, Equity, & Inclusion Graduate Assistant
- KDIN: Kinesiology Diversity & Inclusion Network
- KIIC: Kinesiology Inclusive Instruction Committee
- MSI: Minority Serving Institutions (HBCU, HSI, Tribal Colleges)
- OUSA: Office of Undergraduate Student Affairs
- OGC: UM Office of General Counsel
- OGSA: Office of Graduate Student Affairs
- OIE: UM Office of Institutional Equity
- UG: Undergraduate
- URM: Underrepresented Minorities



**Table 1: Targeted Constituency – Kinesiology Undergraduate Students**

Strategic Objective	Measures of Success	Detailed Actions Planned F19-W20	Person(s) Accountable	Resources Needed
<p><b><u>Recruitment:</u></b> Increase outreach and engagement (via on and off-campus activities) with entities and events that serve/enroll a diverse population of students.</p> <p>Increase the diversity of applications to Kinesiology UG Programs.</p>	<p>An increase in the diversity of students who apply to the Kinesiology UG Programs.</p>	<p>Visits to 5 local and 3 regional 'pipeline' entities (high schools, programs, and events) that serve demographically diverse students.</p> <p>Involve current Kinesiology students from demographically diverse high schools in outreach recruitment and engagement.</p>	<p>OUSA Kinesiology Faculty KDEI Cord. KDEI GA</p>	<p>Recruiting materials</p> <p>Finances for travel, lodging, and registration to designated locations</p> <p>Finances for student outreach</p>
<p><b><u>Enrollment:</u></b> Increase the diversity of students enrolled in Kinesiology UG Programs.</p>	<p>An increase in the diversity of students enrolled in Kinesiology UG Programs.</p>	<p>Establish a need-based application waiver program.</p> <p>Establish criteria for a UG Kinesiology Merit Fellowship.</p> <p>Establish a need-based bridge support system for UG students with financial hardships.</p>	<p>OUSA, Kinesiology Undergraduate Admissions Committee, KDEI Comm., KDEI Comm.</p>	<p>Finances for fee waiver</p> <p>Finances for Kinesiology Merit Fellowship</p> <p>Finances to offer need-based bridge support.</p>
<p><b><u>Retention:</u></b> Create a supportive and welcoming learning environment for all students.</p>	<p>Student satisfaction with learning environment based on anecdotal feedback and exit surveys.</p> <p>Students' post-event responses to DEI events.</p>	<p>Elevate the presence of the KDIN at UG Student Fall Orientation.</p> <p>Maintain a dedicated physical multicultural space for students.</p> <p>Establish an Inclusive Mentoring &amp; Peer Support program for students.</p> <p>Offer at least one student-focused DEI program/activity/event per semester.</p> <p>Create an e-portal of DEI resources for students.</p>	<p>OUSA KDEI Comm. KDEI Cord. KDEI GA</p>	<p>Physical multicultural space for students.</p> <p>Resources and finances for Mentoring &amp; Peer Support Meetings.</p> <p>Resources for DEI Programs.</p>

**Table 2: Targeted Constituency – Kinesiology Graduate Students**

Strategic Objective	Measures of Success	Detailed Action Planned F19-W20	Person(s) Accountable	Resources Needed
<p><b><u>Recruitment:</u></b> Improve our outreach and engagement (via on and off-campus activities) with and entities that serve demographically diverse students.</p> <p>Increase the diversity of student applications to Kinesiology Graduate Programs.</p>	<p>An increase in diversity of applications to Kinesiology Graduate Programs.</p>	<p>Visits to at least 2 events (such as recruitment or career fairs) that serve/enroll demographically diverse students.</p> <p>Offer an e-Information session for students at demographically diverse colleges (at least one per semester).</p> <p>Compile e-mails lists and send targeted recruitment e-mails to entities that serve high performing demographically diverse students (McNair Scholars, MSI contacts, and list serves and associations) to send information about educational opportunities in Kinesiology.</p> <p>Involve current Kinesiology students from demographically diverse HS in at least one outreach recruitment and engagement activity at their home institution per year.</p>	<p>KDEI Dir., OGSA Staff, Kinesiology Faculty, KDEI Cord., KDEI GA</p>	<p>Recruiting Materials</p> <p>Finances for travel, lodging, and registration to designated locations</p> <p>E-mail contacts</p> <p>Finances for student outreach</p>
<p><b><u>Enrollment:</u></b> Increase the number of URM students enrolled in Kinesiology Graduate Programs.</p>	<p>An increase in the diversity of students enrolled in Kinesiology Graduate Programs.</p>	<p>Invite campus visits for students from our MSI partner institutions.</p> <p>Create metrics beyond the GRE that are viable indicators of merit, potential, and 'grit'.</p> <p>Maintain a need-based Grad application waiver program.</p> <p>Develop criteria for Merit Fellowship.</p> <p>Establish a need-based bridge support system for Grad students with financial hardships.</p>	<p>KDEI Dir., Kin Grad. Cord., Kinesiology Graduate Committee, KDEI Cord., KDEI GA</p>	<p>Finances to support MSI students' campus visits</p> <p>Kinesiology Merit Fellowship for Financial Support</p>
<p><b><u>Retention:</u></b> Create a supportive and welcoming learning environment for all students.</p>	<p>Student satisfaction with learning environment based on anecdotal feedback and exit surveys.</p> <p>Students' post-event responses to DEI activities.</p>	<p>Elevate the presence of the KDIN at Fall Graduate Student Orientation.</p> <p>Establish an Inclusive Bridge and Mentoring &amp; Peer Support program for students.</p> <p>Maintain a dedicated physical multicultural space for students.</p> <p>Offer at least one student-focused DEI program/activity/event per semester.</p> <p>Maintain an e-portal of DEI resources for students.</p>	<p>KDEI Dir. Kin. Grad. Cord. KDEI Comm. KDEI Cord. KDEI GA</p>	<p>Physical multicultural space for students.</p> <p>Resources and Finances for Mentoring &amp; Peer Support Meetings.</p> <p>Resources for DEI Programming.</p> <p>Information for Climate Survey</p>

**Table 3: Targeted Constituency – Kinesiology Faculty**

Strategic Objective	Measures of Success	Detailed Actions Planned F19-W20	Person(s) Accountable	Resources Needed
<b>Recruitment:</b> Obtain diverse pools of applicants for all faculty hires.	Diverse applicant pools for faculty hires.	Compile a list of hiring, advertising, and job posting outlets with high reach and high return with diverse faculty.	Kinesiology HR Officer, KDEI Dir., Kinesiology Faculty, Chairs of Kinesiology Search Committees	Information about possible Kinesiology and related sites, entities, and organizations that may serve as sources for accessing and identifying diverse faculty.
<b>Recruitment:</b> Ensure that search committees adhere to best practices to achieve diverse pools for all Kinesiology faculty hires.	Documentation of search committees' adherence to best practices to achieve a diverse applicant pool.	Establish a protocol document containing principles, practices, and procedures to govern faculty hires in support of DEI.  Requiring each search committee to document the actions taken to achieve a diverse pool of candidates.  Mandating STRIDE training for Search Committees and individuals who interact with candidates for faculty hires.	Kinesiology HR Officer, KDEI Dir. Kinesiology, Search Committees	STRIDE Personnel OGC Consultation
<b>Development:</b> Enhance faculty's instructional competence with DEI.	Evidence of DEI in faculty course syllabi and course delivery.	Support Program Faculty Workgroups for Inclusive Instruction to review curriculum to establish baseline metrics for DEI content and competencies.  Offer a Diversity Training & Inclusive Instruction (Teaching & Learning) Workshop for faculty.  Maintain an online/e-portal of DEI information and resources for faculty.	KDEI Dir. KIIC KDEI Dir. KIIC	Finances and resources to support Faculty workgroups  DEI Training Personnel  DEI Information and Training Resources
<b>Development:</b> Encourage faculty's commitment to DEI.	Evidence of faculty's commitment and contribution to DEI.	Offer 'Inclusive Instruction' Grants for faculty course redesign  Requiring faculty to address their contributions and commitment to DEI (i.e., inclusive mentoring, inclusive instruction, diversity outreach, etc.) in their annual evaluations.	KDEI Dir. KIIC  Kin. Dean Kin. Exec. Committee	Resources to fund 'Inclusive Instruction' Grants
<b>Development:</b> Enhancing faculty's skills for career advancement.	Faculty's participation in prof. development and career advancement activities.  Faculty's improved knowledge and skills for career advancement.	Proactively advertise UM professional development/ career advancement activities.  Encourage and support faculty's participation in professional development/career advancement activities.	KDEI Dir. KIN Assoc. Dean for Faculty Affairs	Compilation of UM Professional Dev. Activities and resources.  Finances to support Faculty's participation in Professional Development.

**Table 4: Targeted Constituency – Kinesiology Staff**

Strategic Objective	Measures of Success	Detailed Actions Planned F19-W20	Person(s) Accountable	Resources Needed
<b>Recruitment:</b> Obtain a diverse pool of applicants for all Kinesiology staff hires.	Diverse profile of applicant pools for staff hires.	Compile a list of hiring, advertising, and job posting outlets with high reach and high return for a diverse staff so that postings will reach a broader audience.	Kinesiology HR Officer KDEI Dir. Kinesiology Staff	Information about possible HR related sites, entities, and organizations that may serve as sources for accessing and identifying diverse staff.
<b>Recruitment:</b> Ensure that Search Committees adhere to best practices to achieve diverse pools for all Kinesiology staff hires.	Documentation of Search Committees' adherence to best practices to achieve a diverse applicant pool.	Establish a protocol document containing principles, practices, and procedures to govern staff hires in support of DEI.  Requiring each Search Committee to document the actions taken to achieve a diverse pool of candidates.  Mandating STRIDE training for Search Committees and individuals who interact with candidates for staff hires.	Kinesiology HR Officer, KDEI Dir., Kinesiology Search Committees	STRIDE Personnel  OGC Consultation
<b>Development:</b> Enhance staff's development and competence with DEI.	Improved skills, ability, and comfort with DEI matters via self-reflection survey.	Offering Diversity Training for Staff.  Maintain an e-portal of DEI resources for Staff.	KDEI Dir. KIIC KIN Director of Budget & Admn. KDEI Cord.	DEI Training Personnel and Training Resources
<b>Development:</b> Encourage staff's commitment to DEI.	Evidence of staff's participation in and contribution to DEI.	Ensure that DEI is an agenda item at all Staff Meetings.  Offer Staff Grants for DEI Programs/ Activities.  Requiring staff to address their contribution and commitment to DEI (i.e., attendance at workshops, webinars, etc.) in annual evaluations.	KDEI Dir. KDEI Comm. KIIC KDEI Dir. Kinesiology Dir. of Budget & Admn. KDEI Cord.	Resources to fund Staff DEI initiatives
<b>Development:</b> Enhance staff's skills for career advancement.	Staff's participation in professional development/career advancement activities.  Staff's improved knowledge, skills, and strategies for professional development/career advancement.	Proactively advertise UM professional development/career advancement activities.  Encourage and support Staff's participation in professional development/career advancement activities	KDEI Dir. Kinesiology Dir. of Budget & Admn.	Compilation of UM Professional Dev. Activities and resources.  Finances to support Staff's participation in Professional Development.

## VI. B. Education and Scholarship\*

*\*All the following strategic objectives and related actions will be pursued through legally compliant means.*

**Table 5: Target Constituency – Kinesiology Faculty**

Strategic Objective	Measures of Success	Detailed Actions Planned F19-W20	Person(s) Accountable	Resources Needed
<b><u>Education:</u></b> Enhance faculty's competence with DEI.	Faculty's post-event response to DEI training.	Offer DEI training session for faculty.	KDEI Dir. KIN Assoc. Dean for Faculty Affairs	UM Office of Professional Development CRLT
<b><u>Scholarship:</u></b> Enhance the Kinesiology faculty's embrace of DEI Scholarship.	Faculty applications for DEI Research Grants.	Establish criteria for awarding funds for faculty research on matters of DEI in Kinesiology.	KDEI Dir. Kines. Assoc. Dean for Research	Resources to fund Faculty DEI research grants. OGC Consultation

**Table 6: Target Constituency – Kinesiology Staff**

Strategic Objective	Measures of Success	Detailed Actions Planned F19-W20	Person(s) Accountable	Resources Needed
<b><u>Education:</u></b> Enhance staff's competence with DEI.	Staff's post-event response to DEI training.	Offer DEI training session for staff.	KDEI Dir., Kinesiology Dir. of Budget & Admn., Kines HR	UM Office of Professional Development

**Table 7: Target Constituency – Kinesiology Students**

Strategic Objective	Measures of Success	Detailed Actions Planned F19-W20	Person(s) Accountable	Resources Needed
<b><u>Education:</u></b> Assess DEI 'pulse' of students.	Students' post-DEI event responses	Offer an event to inform and educate students about DEI.	Kinesiology Faculty, KDEI Dir., KDEI Cord., KDEI GA	IDI instrument
<b><u>Scholarship:</u></b> Enhance students' embrace of DEI Research & Scholarly Activities.	Student applications for DEI Research Grants.	Offer grants to support student research on matters related to DEI in Kinesiology.  Continue to offer the Kinesiology Graduate Research Showcase Winter 2020 featuring intellectual diversity in student scholarship.	KDEI Dir. Kines. Assoc. Dean for Research, KDEI Cord., KDEI GA	Research to fund Student DEI research grants.  OGC Consultation

## VI. C. Promoting an Equitable and Inclusive Community\*

*\*All the following strategic objectives and related actions will be pursued through legally compliant means.*

**Table 8: Key Constituents – Kinesiology Faculty, Staff, and Students**

Strategic Objective	Measures of Success	Detailed Actions Planned F19-W20	Person(s) Accountable	Resources Needed
<b>Equity:</b> Fairness and transparency in Kinesiology 'governing' documents, policies, practices, and procedures.	The posting and accessibility of current policies and procedures for faculty, staff, and students.	Review, revise, and post UG Student Policies Handbook.  Review, revise, and post Graduate Bulletin.  Review, revise, and post Faculty and Staff Handbook.	Kin. Dean, OUSA, OGSA, Kin. Exec. Comm.	Current UG Policies and Procedures  Current Graduate Bulletin  Current Faculty and Staff Handbook
<b>Equity:</b> Establish Conflict Resolution procedures.	Established Conflict Resolution procedures.	Consult with HR officer, STRIDE, OIE, OGC, and other UM offices for templates and best practices for conflict resolution.  Publicize existing University pathways for reporting concerns and to encourage students, faculty, and staff to report concerns for resolutions.	Kin. HR Officer KDEI Dir.	Resources on best practices for conflict resolution.  Consultation with Stride, OIE, OGC, other UM entities
<b>Inclusion:</b> Increased commitment and presence of diversity and inclusion in marketing materials.	Culturally diverse and inclusive images and narratives in Kinesiology materials.	Review current Kinesiology print and electronic materials, website, and premiums for DEI content and presence (images, narratives, brand markers, etc.).	KDEI Dir. Kin. Marketing	Resources and services (personnel, electronic, financial, etc.) to revise Kinesiology materials to reflect DEI
<b>Inclusion:</b> Enhance the Kinesiology constituents' embrace of DEI.	Kinesiology faculty, staff, and student participation in DEI activities.	Maintain an online portal for DEI resources.  Disseminate a DEI Update (Fall 2019)  Offer at least one DEI related program or event each semester	KDEI Comm. KDEI Cord. KDEI GA	DEI Resources  DEI Program Materials
<b>Equity &amp; Inclusion:</b> Assess the pulse of DEI in Kinesiology.	Results from a UM Climate Surveys.	Encourage Kinesiology's participation in UM Climate Surveys	KDEI Dir. Kin. Marketing Kin. Dean KDEI Cord. KDEI GA	UM Survey & Data
<b>Equity &amp; Inclusion</b> Establish a mechanism for DEI feedback.	Participants' feedback offered.	Create an online 'Suggestion Box' for faculty, staff, and students to provide continual feedback on DEI matters Develop a corresponding response system/process.	KDEI Dir. Kin. Marketing Kin. Dean KDEI Cord. KDEI GA	Skills to create an online feedback portal. OGC Consultation OIE Consultation
<b>Sexual Harassment</b> Educate the Kin community on sexual harassment and misconduct prevention	Full participation in sexual harassment training by faculty and staff	Support unit-level participation in mandatory training	Kin Dean Kin HR Officer KDEI Dir.	Access to sexual harassment training

## VI. D. Service\*

*\*All the following strategic objectives and related actions will be pursued in through legally compliant means.*

**Table 9: Targeted Constituency – Kinesiology Staff**

Strategic Objective	Measures of Success	Detailed Actions Planned F19-W20	Person(s) Accountable	Resources Needed
Ensure access to Kinesiology Development activities by women and People of Color.	Diversity in Kinesiology database of current and potential donors and educational partners.	Review and adjust the current and prospective lists of external partners and stakeholders to promote diverse representation.	Kinesiology Development Team KDEI Dir.	Lists of current and potential donors and partners.
Ensure access to Kinesiology spaces (buildings, rooms, etc.)	Visible and readily available ability/disability information and access to Kinesiology spaces.	Review all signage and points of entry to ensure ADA access to Kinesiology buildings and spaces.	Perry Titus KDEI Dir.	Materials for building signage.
Ensure access to all Kinesiology materials.	Ability/disability access to Kinesiology print and electronic materials.	Review all print and electronic materials and website to ensure that they are ADA accessible for individuals with visual, hearing, or other impairments.	KDEI Dir. Kin. Marketing	ADA compliance regulations
Improve Staff's ability to counsel and advise students.	Staff reported successes with counseling diverse students.	OUSA and OGSA Staff meetings with UM Counseling services (CAPS and others) to learn best practices.	OUSA OGSA	Counseling Services Assistance (Resources, Personnel)

**Table 10: Targeted Constituency – Kinesiology Faculty**

Strategic Objective	Measures of Success	Detailed Actions Planned F19-W20	Person(s) Accountable	Resources Needed
Ensure that all Kinesiology course materials are accessible to a diverse group of learners.	Ability/disability access to Kinesiology print and electronic course materials.	Require Faculty to attest in their syllabi all print and electronic materials are accessible to individuals with visual, hearing, or other impairments or learning challenges.	KIIC KDEI Dir.	Programs or specialty software to make materials accessible

**Table 11: Targeted Constituency – Kinesiology Students**

Strategic Objective	Measures of Success	Detailed Actions Planned F19-W20	Person(s) Accountable	Resources Needed
Encourage all recognized Kinesiology Student Associations to engage in inclusive service.	Kinesiology Student Associations' actual engagement in service to diverse and/or underserved populations or communities.	Encourage each Kinesiology sponsored student association to participate in at least one event per year with diverse and/or underserved populations or communities.	KDEI Dir. Faculty Advisors to Kin. Student Associations	Resources currently in place to support Kinesiology Student Association Events.



		Prioritize funding of voluntary student organization events that have a DEI theme.		
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## VII. Plans for Supporting, Tracking, and Updating Strategic Plan

*\*All the following strategic objectives and related actions will be pursued through legally compliant means.*

Following is an overview of the personnel plan for implementing and evaluating Kinesiology's DEI plan:

- Ketra Armstrong, Ph.D. (Associate Dean for Graduate Affairs and the Kinesiology Director of Director of Diversity, Equity, and Inclusion) will be the key contact for the stewardship of Kinesiology's Diversity, Equity, and Inclusion Strategic Plan in FY 19.
- A Kinesiology Diversity, Equity, and Inclusion (KDEI) Committee/Ambassadors will be convened consisting of Kinesiology faculty and staff (i.e., program area chairs, associate deans, and representatives from/for graduate and undergraduate student affairs, marketing, staff, budget, human resources, etc.) to assist her in tracking and supporting the implementation of the Plan.
- A Kinesiology Inclusive Instruction (KII) subcommittee will be formed with specific responsibilities for promoting inclusive teaching and learning.
- Additional assistance may be provided by the hiring of a Temporary staff (DEI Coordinator) whose primary responsibility will be to assist Armstrong with the oversight and logistics of implementing the activities outlined in the Kinesiology DEI Plan.
- A DEI Graduate Student Assistant and possibly an Undergraduate Student DEI liaison will be employed to primarily assist with the Kinesiology (student) Diversity and Inclusion Network (KDIN) and the implementation of the student focused initiatives of the DEI Plan.

This collection of individuals will be involved in conducting a thorough review of the Plan in Fall 2019 and will also engage multiple constituents throughout Kinesiology to gather feedback, input, and additional ideas to be incorporated and implemented into the plan. A midyear status report on the progress of the DEI Plan's implementation will be presented to the Kinesiology Leadership Group (Associate Deans Group and Executive Committee) in January 2020. A final evaluation of the plan's success measures, accomplishments, challenges, and suggested modifications will be presented to the Kinesiology Leadership Group and DEI Ambassadors in May 2020, along with recommendations. The iterative nature of the Plan will allow the Kinesiology Director of Diversity, Equity, and Inclusion to make necessary adjustments on an on-going basis (between the benchmark mid-year and year-end evaluation periods).

