



DIVERSITY, EQUITY, & INCLUSION



SCHOOL OF KINESIOLOGY
UNIVERSITY OF MICHIGAN

Strategic Plan Diversity, Equity, & Inclusion

(2017-2018)

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Version 2.0

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. We celebrate and are committed to the ideals of diversity, equity, and inclusion and believe that they enrich the learning environment and enhance the

School's innovation and overall productivity. We have developed a strategic plan for achieving diversity, equity, and inclusion (DEI) in Kinesiology. Our DEI Plan includes some new programs and initiatives relative to diversity, equity, and inclusion; however, the overall essence of the 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, research, 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. 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.

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 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
School of Kinesiology

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

- **Increase the diversity of Kinesiology students by:**
 - Engaging in targeted recruitment via electronic (e-mails, e-advising sessions), and in-person (on campus and off-campus visits) to community, high school, and college entities that serve diverse students.
 - Offering need-based application fee waivers and bridge support for students with financial hardships.
 - Adhering to an inclusive review process for undergraduate and graduate student admissions.
 - Increasing the recruitment touch points of admitted underrepresented students to encourage their enrollment.
 - Continuing 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 (per the approval of the Office of General Counsel and others) 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 programs 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 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.



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.*

The U-M School of Kinesiology fully embraces the aforementioned position and sentiments of President Schlissel. We celebrate and are committed to the ideals of diversity, equity, and inclusion and believe that they enrich the learning environment and enhance the School's innovation and overall productivity. Through our programs, policies and practices, Kinesiology is dedicated to creating a positive, engaging, respectful, and supportive climate for all individuals to thrive. While there is a need for some new programs and initiatives relative to diversity, equity, and inclusion, the thrust of this strategic plan is for us to organically weave, infuse, embed, and integrate elements of diversity, equity, and inclusion into our culture – our ways of doing (our policies, practices, and procedures) and our ways of being (our teaching, learning, research, and service). 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, Health and Fitness, 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; 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:

- Facilitating Kinesiology faculty's and staff's 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.
- Securing the necessary personal, financial, informational, and physical resources to make the ideals of diversity, equity, and inclusion in Kinesiology a reality.
- 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.



The success of Kinesiology's DEI endeavors will depend on various partners such as:

- Current and potential internal Kinesiology-UM partners, i.e., Rackham, CRLT, UM Office of Professional Development, Provost's Office, Office of Multicultural Affairs/Trotter House, STEM Programs at UM, Health Sciences, Engineering/Biomechanics, Social Science programs (notably DAAS, Women's Studies, Business, and Taubman).
- Current and potential external partners such as Minority Serving Institutions (MSI) - Historically Black Colleges/Universities (HBCUs), Hispanic Serving Institutions (HSI), and Tribal Colleges (TC), and a number of other educational entities and institutions that service students from communities that are underrepresented at UM in general and underrepresented in Kinesiology in particular.



Snapshot of Kinesiology's Diversity, Equity, & Inclusion Activities 2016-17

- **Diverse Student Recruitment (on and off-campus)**
Kinesiology faculty, staff, and students participated in campus visitation events for undergraduate and graduate students as well as various demographically diverse recruitment fairs/events to meet with students and share with them opportunities for undergraduate and graduate education in our School.
- **Alliances with Minority Serving Institutions**
Kinesiology continues its active alliance and engagement with a number of Minority Serving Institutions such as Historically Black Colleges and Universities and Hispanic Serving Institutions. We are exploring ways of enhancing the alliances by developing more mutually beneficial faculty and student initiatives.
- **Kinesiology Diversity and Inclusion Network**
To engage and empower our students to be advocates and champions of diversity and inclusion, we continue to support the Kinesiology Diversity and Inclusion Network (KDIN). KDIN is comprised of a demographically diverse group of undergraduate and graduate students from various Kinesiology programs areas.
- **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.
- **Research Showcase**
To celebrate ideological and disciplinary diversity within Kinesiology, we offered our annual Research Showcase featuring the research/scholarly activity of our graduate and undergraduate students.
- **Kinesiology Bridge Program**
Kinesiology instituted a program to connect and engage students from populations that are underrepresented in graduate education (such as first generation, Minority Serving Institutions, etc.) for success at UM. The program featured presentations, social activities, campus tours, and team building activities.
- **A Thousand Cuts: Responding to Climate Concerns**
Kinesiology offered a seminar open to faculty, staff, graduate students, and leaders of our undergraduate student organizations. It featured poetic and dramatic renditions of campus and classroom climate issues by actors'/players' from the UM Center for Research on Learning and Teaching (CRLT).
- **Movie Night: Keepers of the Game**
Kinesiology hosted the first of a planned series of Movie Nights – with popcorn, soft drinks, and other snacks in Bickner Auditorium. The featured movie, *Keepers of the Game*, focused on Native American women and the sport of lacrosse. It offered a poignant illustration of the intersections of race/ethnicity, culture, religion, and gender in sport. 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.



Snapshot of Kinesiology's Diversity, Equity, & Inclusion Activities 2016-17

- **MLK Symposium: Lyrics of Activism**

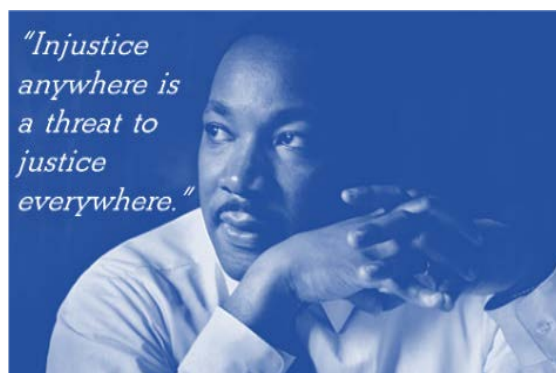
Building on the UM theme, Kinesiology hosted a MLK Symposium entitled: "Lyrics of Activism: Sounds of Change in Kinesiology". The event featured Kinesiology faculty, staff, students sharing their thoughts and reflections (through poetry, readings, music, and song) about activism. The audience (which also included members from the community) participated in a rich and insightful discussion about activism. The event concluded with a reception. This endeavor was a Kinesiology Dialogue on Diversity initiative.

- **Moving Through the Centuries: The Empowerment of Women Through Physical Activity**

In celebration of the UM Bicentennial, Kinesiology partnered with the Institute for Research on Women and Gender, Women's Studies Department, and Athletics to offer an event to celebrate gender equity. The event consisted of a panel presentation (including Kinesiology Faculty: Marissa Pollick and Pat VanVolkinburg) and a photographic and archival exhibit curated by Dr. Ketra Armstrong displaying the evolution and empowerment of women in sport and physical activity at UM. The purpose of the event was to inform and empower Kinesiology faculty, staff, and students to be champions of social change by challenging gender inequality in Kinesiology and related fields. This endeavor was a Kinesiology Dialogue on Diversity initiative.

- **Stamped from the Beginning: The Definitive History of Racist Ideals in America**

In partnership with Munger Graduate Residence and other UM entities, Kinesiology co-sponsored a book discussion of *Stamped from the Beginning* by its author, Dr. Ibram X Kendi – the 2016 National Book Award Winner and New York Times Best Selling Author. Dr. Kendi provided a historical and contemporary overview of racial ideology and racism, and engaged the audience in a stimulating Q & A. The event was held in the UM Law School. 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

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

(Adaptation of Pless & Maak, 2004)



Principles for Achieving Diversity, Equity, & Inclusion in Kinesiology

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

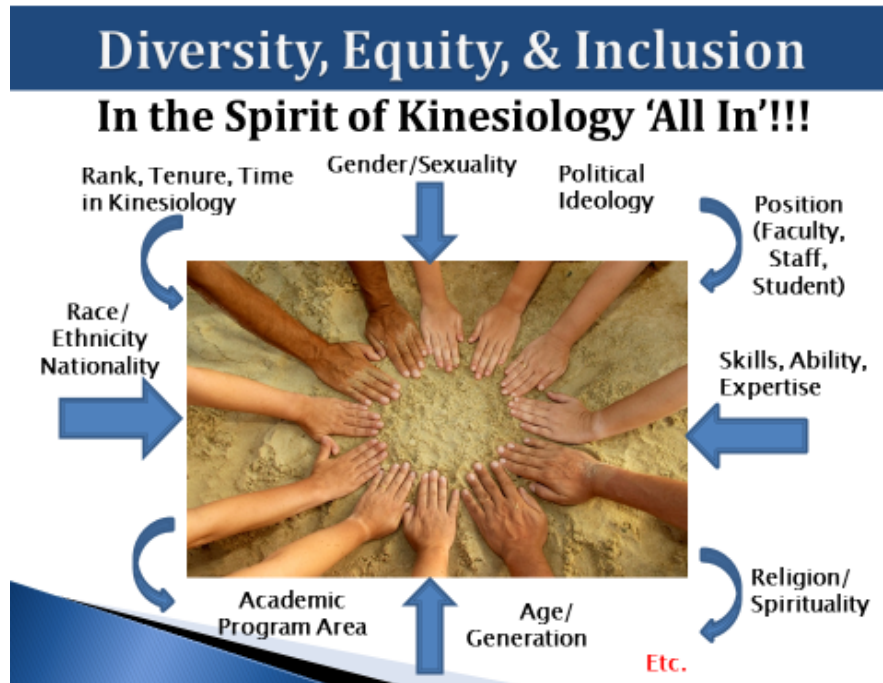
(Sonnetchein, 1999)

- 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 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 individuals from Kinesiology assist her with the implementation of the elements contained in this plan, she will also be assisted by a DEI coordinator and a DEI graduate student assistant.



*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

Data on which this plan was initially devised were obtained via a number of measures such as: (a) interviews 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 to address in the School of Kinesiology.

The most recent data available relative to DEI in Kinesiology was provided by the 2017 UM All-Staff Climate Survey. This process provided some unit data on Kinesiology. Twenty-eight (28) of 46 Kinesiology Staff completed the survey (65% response rate). The profile of the Kinesiology staff was as follows: Average Age 41, 79% Female, 71% White, 66% Christian, 76% Liberal, 89% Heterosexual, 48% with Bachelor's Degrees, and 45% with Post-Graduate Degrees. The findings revealed that 79% of them reported being 'satisfied' or 'very satisfied' with the climate/environment in their work unit of Kinesiology (compared to the all staff totals of 63% satisfaction).

On a scale ranging from 1-5, with 5 being the most favorable evaluation, the respondents rated the general climate (4.1) and the DEI climate (4.0) in Kinesiology very favorably; the all staff total ratings for UM units were 3.8 and 3.9, respectively. Of note, the most favorable ratings of Kinesiology's climate centered on it being non-racist (4.4), friendly (4.3), welcoming (4.3), and non-homophobic (4.2). The lowest and most neutral rating for Kinesiology was regarding the perception of it having an elitist culture (3.3). Regarding the staff perceptions of the individual elements comprising the Kinesiology culture: (a) 90% agreed or strongly agreed that they were treated with respect (compared to the all staff total of 75%), (b) 83% agreed or strongly agreed that their experience in Kinesiology has had a positive experience on their professional growth (compared to the all staff total of 64%), (c) 83% agreed or strongly agreed that Kinesiology has a strong commitment to DEI (compared to the all staff total of 67%), and 80% agreed or strongly agreed that they felt valued as an individual in Kinesiology (compared to the all staff total of 68%). Ninety-three percent (93%) reported not feeling discrimination in the past 12 months in Kinesiology (compared to the all staff total of 85%); however, among the types of discrimination experienced, 21% indicated that it was age discrimination. The findings revealed two areas where the Kinesiology staff reported the Kinesiology culture less favorably (yet higher than the all staff totals): (a) only 45 percent agreed or strongly agreed that the process for determining compensation in the unit was fair and equitable (compared to 34% for all staff), and (b) only 41 percent agreed or strongly agreed that the rewards for work performance was distributed in the unit fairly and equitably (compared to 35% for all staff). In sum, the Kinesiology staff's perceptions of the climate of our unit were very positive and generally higher (although not statistically higher in some instances) than those for the UM units overall.

Anecdotal feedback was also obtained from Kinesiology faculty and staff in 2016. The information was varied but was generally positive, notably concerning the quality and dedication of Kinesiology faculty and staff. However, some DEI concerns were also espoused such as the following perceptions:

- *Inequity in duties, salaries, and evaluation*
- *Favoritism and preferential treatment of some*
- *Microaggressions*
- *Religious tolerance/intolerance*
- *Discrimination; unfair expectations*
- *Unequal access and opportunities to/for jobs or promotions*
- *Lack of transparency in policies and procedures*



Initial feedback obtained in 2016 by some Students of Color in Kinesiology was also varied. Some students reported having very positive experiences. However, the following perceptions resonated among some of them whose experiences were not as positive:

- *Feelings of alienation; Lack of community; need more students of Color*
- *Lack of diversity related content in classroom instruction*
- *Feeling as though they must represent the perceptions of their racial group in classes*
- *Challenges of working with majority (Caucasian) students; feeling disrespected*
- *Having racially-disparaging remarks made by majority (Caucasian) students that go 'unchecked' by Faculty*
- *Faculty insensitivity to microaggressions in the classroom*
- *Faculty's lack of competence to critically discuss race, sexuality, gender identity, etc. in the classroom*
- *White privilege among faculty and student peers*
- *Minimal opportunities for experiential learning due to part-time jobs (finances)*
- *Minimum representation of Faculty and Staff of Color*

Feedback was also obtained in 2016 by a mixed group of Kinesiology students consisting of underrepresented minority students (URM), Caucasian/majority students, graduate students, and undergraduate students. The students responded to an open invitation to participate in a Question/Answer/Dialogue about DEI in Kinesiology. While the nature of the feedback received was varied, the overall tenor of the feedback regarding the students' experience in Kinesiology was generally positive. Students perceived the friendliness and community feel in Kinesiology as a particularly favorable attribute that distinguished Kinesiology from other UM units (these findings compliment the essence of the Kinesiology staff's responses to the 2017 UM Staff Climate survey about welcoming and friendly nature of the Kinesiology climate).

Following is a summary of some of the students' responses.

1) What does diversity mean to you?

- Having a unique perspective.*
- Loving and respecting all people.*
- Sympathy, empathy, and respect for those around you.*

2) Do you feel included in the community of Kinesiology? Why or Why not?

- Yes: There are many opportunities and programs for each and every student.*
- Yes/no.*
- Sometimes; at times things/departments feels segregated based on research topics and groups, workspaces in Kinesiology, and Kinesiology student project groups.*

3) What would make you feel more included in Kinesiology?

- More group functions (that allow student dialogue).*
- More events that include people from other backgrounds.*

4) How can Kinesiology impact social change?

- Incorporating more conversations in class about social change/things happening in the world and on campus.*
- Making things relevant.*



5) *What other diversity & inclusion events would you like to see?*

- a. *Have regular staff/faculty LGBTQ sensitivity workshops to make them more aware of the ever-changing landscape of LGBTQ community and its presence in Kinesiology.*
- b. *Forums/panel discussions across all aspects of Kinesiology.*
- c. *Microaggression workshops for students and for faculty/staff.*
- d. *Classes within Kinesiology that have space for open discussion centered around identity.*

Additional discussion points also raised by the students during the open dialogue about diversity, equity, and inclusion included the following:

- *The Status of Minorities:*
 - *It is not that people of African descent are not capable, but that the educational system was designed to make it harder for these individuals.*
 - *White privilege has an impact on society.*
 - *People of Color do not have the same opportunities as non-People of Color.*
 - *Across races, people of Asian descent are not even close to being discriminated on the same level as Blacks and Hispanics.*
 - *People of African descent and Black people will still be the further from the achievement goal due to how (American) society is built.*
- *Preparation of Black Students for UM.* The educational gap on a high school level makes it more difficult for students of African descent to be successful in such a rigorous program like Kinesiology.
- *Institutional Racism.* At the institutional level there are issues that stem from systematic racism and discrimination; however, there are not enough resources to combat the issue.
- *UM Leadership.* The current UM President is on the right path towards addressing this issue; however, it is too soon to tell if it will be successful.

The students also offered a number of suggestions and comments relative to improving diversity, equity, and inclusion in Kinesiology such as:

- *Offering different games and activities to be played in the School of Kinesiology to create dialogue about diversity in Kinesiology across the different programs. Using diversity-related games/activities as a catalyst at the beginning of the semester and have various case studies and conversations around different situations in sport.*
- *Creating a dialogue/seminar course/series around how race, religion, gender, and sexuality, transgender, gender identity, impacts the study of Kinesiology (for undergraduates and graduates).*
- *Discussing issues of diversity in Kinesiology courses.*
- *Acknowledging the difficulty in discussing religion within the campus community due to the lack of awareness of the intensity or severity in which one may follow religion/spirituality. Note: One student revealed their level of discomfort at a Kinesiology event due to the overall secular comments from other students and the playing of secular music as background entertainment.*



As indicated previously, the issues identified and themes revealed here are based on some preliminary assessments, anecdotal information, and data from small or convenience samples of Kinesiology faculty, staff, and students. Consequently, the issues identified here may not be widespread concerns among a majority of Kinesiology stakeholders and they may undoubtedly have differential effects on faculty, staff, and students. Nonetheless, they represent the truths and the realities for a notable number of our constituents. As such, 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.

What does diversity mean to you?

Having a unique perspective

Being open minded and accepting

Yes, but we need education and people to be more open

More open minded

More events that included people from diff backgrounds

More open minded like this booklet

Do you feel included in the community of Kines? Why or why not?

Yes, but we need education and people to be more open

More open minded

More events that included people from diff backgrounds

More open minded like this booklet

What would make you feel more included?

More open minded like this booklet

More events that included people from diff backgrounds

What other diversity & inclusion events would you like to see?

More regular meet/activities & social workshops

More open minded like this booklet

More events that included people from diff backgrounds

More open minded like this booklet

How can Kines impact social change?

Incorporating more conversations in class about social change things happening in the world for campus Make things relative



IV. A. Recruitment, Retention, and Development*

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

Constituency Targeted: Students

A) Student Recruitment

Strategic Objective: 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 18 Actions:

- a. 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.
- b. Identify/compile e-mail contacts of entities that serve high performing demographically diverse students (Minority Serving Institutions (MSI) [such as Historically Black Colleges/Universities (HBCUs) Hispanic Serving Institutions (HSI), and Tribal Colleges], McNair Scholar Programs, and list serves and associations to send targeted e-mails regarding educational opportunities in Kinesiology.
- c. Offer an e-Information session for students at demographically diverse colleges.
- d. Visit at least four (4) entities that serve/enroll a diverse student population to recruit for Kinesiology Graduate Program (visiting at least two [2] per semester).
- e. Involve current Kinesiology students from demographically diverse high schools or colleges 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 18 Actions:

- a. Establish High School UM Campus Visitation Day(s) for students from high schools that serve demographically diverse students.
- 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. Increase the amount of the 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: Students' satisfaction with Kinesiology learning environment based on UM Student climate survey in Fall 2017.

FY 18 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 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 facilitate the transition and academic success of students from groups that are underrepresented in at UM and in Kinesiology.
- g. Actively encourage students to participate in the UM Student Climate Survey Fall 2017.

Goals: Diversity and Inclusion

Constituency Targeted: Faculty

A) Faculty Recruitment:

1. Strategic Objective: Obtain more diverse applicant pools for all Kinesiology faculty hires, with a notable increase in applicants of Color.

Objective Measure: An increase in the diversity of applicants in the pools for Kinesiology faculty hires.

FY 18 Actions:

- a. Research various Kinesiology websites, entities, and academic associations to identify potential Faculty of Color who might apply for Kinesiology positions.
- b. Comprise a list of potential hiring, advertising, and job posting outlets with high reach and high return with Faculty of Color 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 18 Actions:

- a. Establish a protocol document (per the approval of the OGC) 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.
- d. In order to serve on a School of Kinesiology search committee, or interact with candidates faculty need to participate in a STRIDE training course.

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 18 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. Create an online/e-portal of DEI related resources and information for faculty.

Goal: Inclusion (also impacts retention strategies for students of Color)

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

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

FY 18 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 students of Color)

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 18 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 18 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.

- a. Establish a protocol document (per the approval of the OGC) 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 18 Actions:

- a. Offer Diversity/Inclusion Training Workshop for staff.
- b. Create 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.

- 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 18 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 in accordance with the law and the University policy.*

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 18 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 18 Action: Establish criteria (as approved by the OGC) for awarding funds for faculty on matters of 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 18 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 18 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 18 Actions:

- a. Establish criteria (as approved by the OGC) for awarding funds for student research/scholarly activities on matters of DEI.
- b. Continue to offer the Graduate Research Showcase Winter 2018 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 in accordance with the law and the University policy.*

Key Constituents: Faculty, Staff, and Students

1. 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 18 Actions:
 - a. Review, revise/update, and post Undergraduate Student Handbook
 - b. Review, revise/update, and post Graduate Bulletin
 - c. Review, revise/update, and post Faculty and Staff HandbookGoal: Equity
2. Strategic Objective: Establish conflict resolution procedures.
Measures of Success: Established conflict resolution procedure
FY 18 Action: Consult with Kinesiology HR officer, STRIDE, OGC, and other UM offices on conflict resolution practices.
Goal: Equity
3. 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 18 Action: Review current Kinesiology print and electronic materials and premiums for DEI content and presence (narratives, images, brand markers, etc.).
Goal: Inclusion
4. Strategic Objective: Enhance Kinesiology constituents' embrace of DEI.
Measures of Success: Kinesiology faculty, staff, and student participation in DEI activities.
FY 18 Actions:
 - a. Create an online portal of DEI resources.
 - b. Disseminate Kinesiology DEI Update (Fall 2017)
 - c. Offer at least one School-wide DEI program each semester.Goal: Inclusion
5. Strategic Objective: Assess the 'pulse' of DEI in Kinesiology.
Measures of Success: Results from UM Climate Surveys (from Winter 2017 and Fall 2017)
FY 18 Action: Critical review of 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 18 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



IV. D. Service*

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

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 18 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 18 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 18 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 18 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 18 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 18 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.

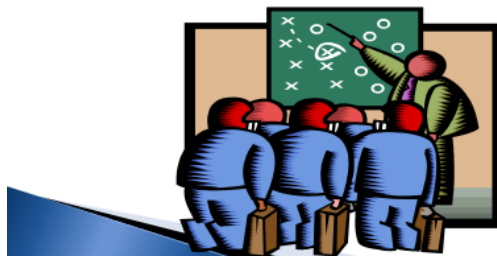
Equity: Fairness and transparency in the administering of faculty, staff, and student policies, practices, and procedures based on relevant documentation.

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!**



VI. A. Recruitment, Retention, and Development*

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

Explanation of Abbreviations Used

- 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 F17-W18	Person(s) Accountable	Resources Needed
<u>Recruitment:</u> Increase the diversity of applications to Kinesiology UG Programs.	An increase in the diversity of students who apply to the Kinesiology UG Programs.	Visits to 5 local and 3 regional 'pipeline' entities (high schools, programs, and events) that serve demographically diverse students. Involve current Kinesiology students from demographically diverse high schools in outreach recruitment and engagement.	OUSA Kinesiology Faculty KDEI Cord. KDEI GA	Recruiting materials Finances for travel to pipeline locations Finances for student outreach
<u>Enrollment:</u> Increase the diversity of students enrolled in Kinesiology UG Programs.	An increase in the diversity of students enrolled in Kinesiology UG Programs.	Establish High School Visitation Day(s) in Kinesiology for students from demographically diverse HS. Establish a need-based application waiver program. Establish criteria for a UG Kinesiology Merit Fellowship. Establish a need-based bridge support system for UG students with financial hardships.	OUSA, Kinesiology Undergraduate Admissions Committee, KDEI Comm., KDEI Comm.	Finances for the Visitation Event Finances for fee waiver Finances for Kinesiology Merit Fellowship Finances to offer need-based bridge support.
<u>Retention:</u> Create a supportive and welcoming learning environment for all students.	Student satisfaction with learning environment based on results of Kinesiology unit data in UM Climate Survey Fall 2017. Students' post-event responses to DEI events.	Elevate the presence of the KDIN at UG Student Fall Orientation. Maintain a dedicated physical multicultural space for students. Establish an Inclusive Mentoring & Peer Support program for students. Offer at least one student-focused DEI program/activity/event per semester. Create an e-portal of DEI resources for students.	OUSA KDEI Comm. KDEI Cord. KDEI GA	Physical multicultural space for students. Resources and finances for Mentoring & Peer Support Meetings. Resources for DEI Programs.

Table 2: Targeted Constituency – Kinesiology Graduate Students

Strategic Objective	Measures of Success	Detailed Action Planned F17-W18	Person(s) Accountable	Resources Needed
<u>Recruitment:</u> Increase the diversity of student applications to Kinesiology Graduate Programs.	An increase in diversity of applications to Kinesiology Graduate Programs.	<p>Visits to at least 4 institutions that serve/enroll demographically diverse students (i.e., MSI – (HBCU, MSI, or Tribal Colleges).</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>	KDEI Dir., OGSA Staff, Kinesiology Faculty, KDEI Cord., KDEI GA	<p>Recruiting Materials</p> <p>Finances to travel to MSI campuses</p> <p>E-mail contacts</p> <p>Finances for student outreach</p>
<u>Enrollment:</u> Increase the number of URM students enrolled in Kinesiology Graduate Programs.	An increase in the diversity of students enrolled in Kinesiology Graduate Programs.	<p>Establish Campus Visitation Day(s) to host prospective students from demographically diverse institutions.</p> <p>Create metrics beyond the GRE that are viable indicators of merit, potential, and 'grit'.</p> <p>Establish 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>	KDEI Dir., Kin Grad. Cord., Kinesiology Graduate Committee, KDEI Cord., KDEI GA	Kinesiology Merit Fellowship for Financial Support
<u>Retention:</u> Create a supportive and welcoming learning environment for all students.	<p>Student satisfaction with learning environment based on Kinesiology unit data in UM Climate Survey Fall 2017.</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 & 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>Create an e-portal of DEI resources for students.</p>	KDEI Dir. Kin. Grad. Cord. KDEI Comm. KDEI Cord. KDEI GA	<p>Physical multicultural space for students.</p> <p>Resources and Finances for Mentoring & 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 F17-W18	Person(s) Accountable	Resources Needed
<u>Recruitment:</u> Obtain more diverse pools of applicants for all faculty hires, with a notable increase in applications from individuals of Color.	Increase in the diversity of applicant pools for faculty hires.	Research (scour) various Kinesiology and related websites, entities, and academic associations to identify potential faculty of Color who might apply for Kinesiology faculty positions. Compile a list of hiring, advertising, and job posting outlets with high reach and high return with faculty of Color so that postings will reach a broader audience.	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.
<u>Recruitment:</u> 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 (approved by OGC) 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
<u>Development:</u> 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. Create 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
<u>Development:</u> 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
<u>Development:</u> 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 F17-W18	Person(s) Accountable	Resources Needed
<u>Recruitment:</u> 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.
<u>Recruitment:</u> 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 (approved by OGC) 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
<u>Development:</u> 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. Create an e-portal of DEI resources for Staff.	KDEI Dir. KIIC KIN Director of Budget & Admn. KDEI Cord.	DEI Training Personnel and Training Resources
<u>Development:</u> 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
<u>Development:</u> 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 in accordance with the law and the University policy.

Table 5: Target Constituency – Kinesiology Faculty

Strategic Objective	Measures of Success	Detailed Actions Planned F17-W18	Person(s) Accountable	Resources Needed
<u>Education:</u> 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
<u>Scholarship:</u> Enhance the Kinesiology faculty's embrace of DEI Scholarship.	Faculty applications for DEI Research Grants.	Establish OGC approved 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 F17-W18	Person(s) Accountable	Resources Needed
<u>Education:</u> 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 F17-W18	Person(s) Accountable	Resources Needed
<u>Education:</u> 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
<u>Scholarship:</u> Enhance students' embrace of DEI Research & Scholarly Activities.	Student applications for DEI Research Grants.	Establish OGC approved criteria for awarding funds for student research on matters of DEI in Kinesiology. Continue to offer the Kinesiology Graduate Research Showcase Winter 2018 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 in accordance with the law and the University policy.

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

Strategic Objective	Measures of Success	Detailed Actions Planned F17-W18	Person(s) Accountable	Resources Needed
Equity: 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
Equity: 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.	Kin. HR Officer KDEI Dir.	Resources on best practices for conflict resolution. Consultation with Stride, OIE, OGC, other UM entities
Inclusion: 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
Inclusion: Enhance the Kinesiology constituents' embrace of DEI.	Kinesiology faculty, staff, and student participation in DEI activities.	Create an online portal for DEI resources. Disseminate a DEI Update (Fall 2017) Offer at least one DEI related program or event each semester	KDEI Comm. KDEI Cord. KDEI GA	DEI Resources DEI Program Materials
Equity & Inclusion: 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
Equity & Inclusion: Establish a mechanism for DEI feedback.	Participants' feedback offered.	Create an online 'Suggestion Box' for faculty, staff, and students to provide continual feedback on matters related to DEI. 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

VI. D. Service*

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

Table 9: Targeted Constituency – Kinesiology Staff

Strategic Objective	Measures of Success	Detailed Actions Planned F17-W18	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 buildings and spaces.	Visible and readily available ability/disability information and access to Kinesiology buildings/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 UG and Grad 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 F17-W18	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 F17-W18	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. Prioritize funding of voluntary student organization events that have a DEI theme.	KDEI Dir. Faculty Advisors to Kin. Student Associations	Resources currently in place to support Kinesiology Student Association Events.

VII. Plans for Supporting, Tracking and Updating Strategic Plan

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

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 Diversity, Equity, and Inclusion) will be the key contact for the stewardship of Kinesiology's Diversity, Equity, and Inclusion Strategic Plan in FY 18.
- A Kinesiology Diversity, Equity, and Inclusion (KDEI) Committee/Ambassadors was formed 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 was also formed with specific responsibilities for promoting inclusive teaching and learning.
- A Temporary staff (DEI Coordinator) whose primary responsibility was hired to assist Armstrong with the oversight and logistics of implementing the activities outlined in the Kinesiology DEI Plan.
- A doctoral student (DEI Graduate Assistant) was appointed to primarily assist with the Kinesiology (student) Diversity and Inclusion Network (KDIN) and the implementation of the student initiatives of the DEI Plan.

This collection of individuals will be involved in conducting a thorough review of the Plan in Fall 2017 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 2018. A final evaluation of Year One success measures, accomplishments, challenges, and suggested modifications will be presented to the Kinesiology Leadership Group and DEI Ambassadors in May 2018, along with Year Two 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).



Appendix: Pictorial of DEI Action Items in 2016-17

Culture, Climate, & Inclusion: Kinesiology Diversity and Inclusion Network (KDIN)



Human D-E-I Logo



KDIN End of the Semester Kickback



Diversity: Recruitment – Campus Visits from Underserved Populations (Peace Neighborhood Participants in front of Kinesiology Building)



Diversity: Recruitment - Campus Visits from Students from Minority Serving Institutions



Diversity: Recruitment at McNair Scholars Conference



Dialogues on Diversity: Keepers of the Game



JOIN US FOR THIS SPECIAL EVENT

KINESIOLOGY DEI MOVIE SERIES
KEEPERS OF THE GAME

Thursday, April 6 | 3:00–5:00 PM
Bickner Auditorium (CCRB 3735)

Kinesiology students: Join us for a free screening of *Keepers of the Game*, a riveting documentary about a Native American women's high school lacrosse team fighting for cultural acceptance—and the championship. An audience discussion will immediately follow the film.

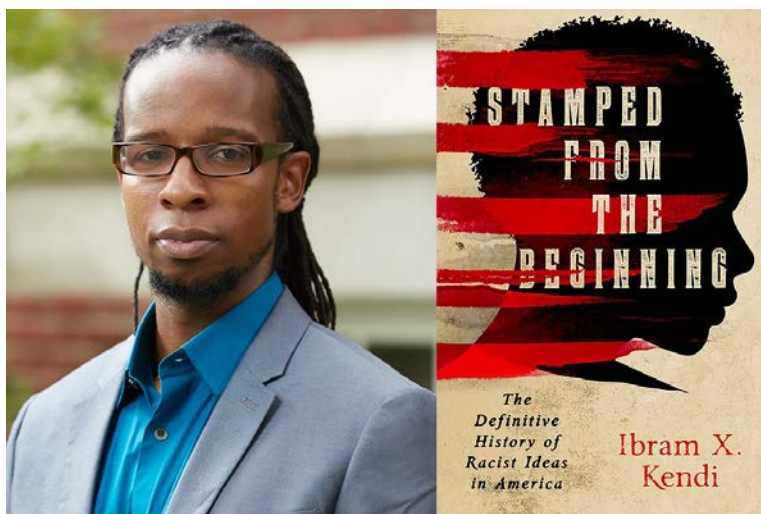
Movie snacks provided!

RSVP at bit.ly/KinKotG

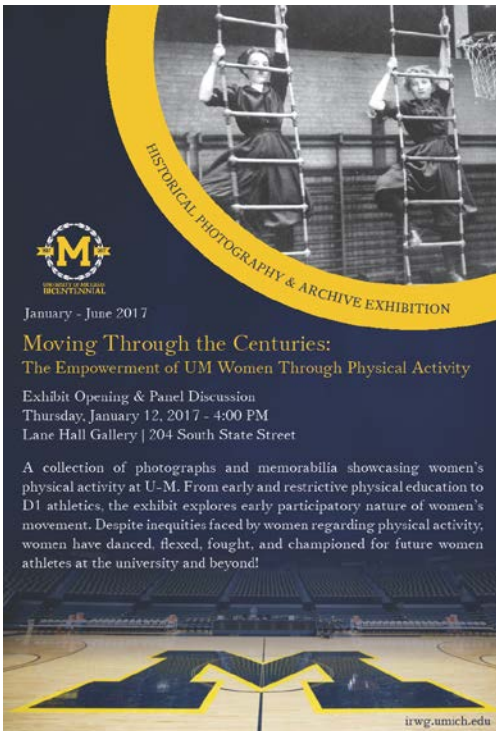
MANY VOICES OUR MICHIGAN

Dialogues on Diversity: Stamped from the Beginning: The Definitive History of Racist Ideas in America (Speaker/Author: Dr. Ibram X Kendi)


In partnership with Munger Graduate Residence and other UM entities, Kinesiology co-sponsored a book discussion of *Stamped from the Beginning* by its author, Dr. Ibram X Kendi – the 2016 National Book Award Winner and New York Times Best Selling Author. Dr. Kendi provided a historical and contemporary overview of racial ideology and racism, and engaged the audience in a stimulating Q &A. The event was held in the UM Law School.



Dialogues on Diversity: Exhibit and Panel Discussion
Empowerment of UM Women Through Physical Activity
(Curated by Ketra L. Armstrong, PhD, Kinesiology's Director of DEI)
Primary Partners: Kinesiology, Institute for Research on Gender and Women, UM Athletics



Dialogues on Diversity: MLK Program




**Lyrics of
Activism:
Sounds of Change
in Kinesiology**

MLK Day 2017

**Monday, January 16, 2017
1:00–2:30pm
Bickner Auditorium, 3735 CCRB**

This event will showcase Kinesiology faculty, staff, and students as they share their thoughts, stories, and reflections of change and activism via poetry/spoken word, song, music, dance, and other creative forms of expression.



Audience at MLK Program





A THOUSAND CUTS: RESPONDING TO CLIMATE CONCERNS

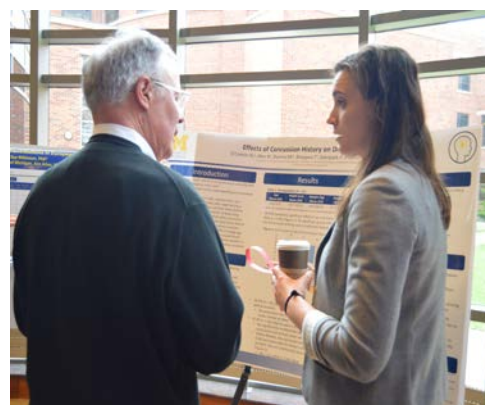
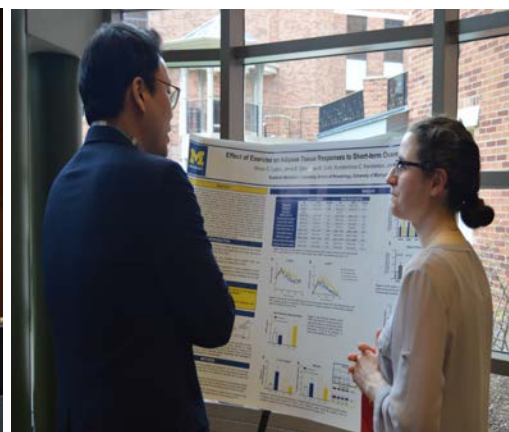
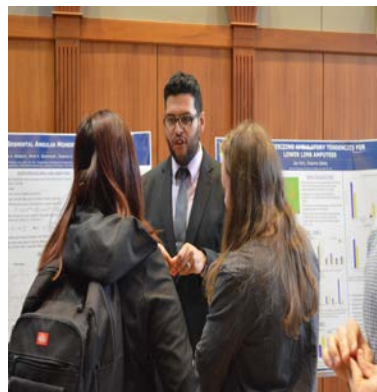
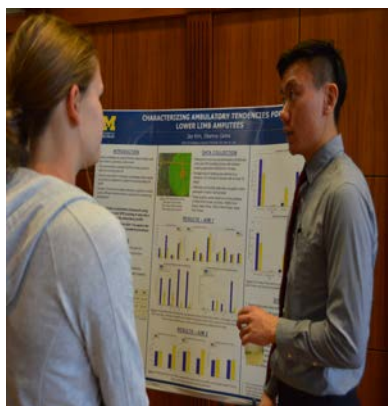
TUESDAY, FEBRUARY 14
3:00-5:00PM • SPH 1680 (ORGAN ROOM)

Though U-M aspires to cultivate a climate that is welcoming to the members of our diverse student, faculty, and staff bodies, we know that the lived experiences of many in our community don't always align with these aspirations. In this **CRLT Players** session, participants will think together about the many forces that shape campus climate and work toward developing or refining a skill set that will allow them to respond productively and compassionately to individuals who have negative experiences of climate at our university.

OPEN TO ALL KINESIOLOGY FACULTY, STAFF & GRAD STUDENTS



Research & Disciplinary Diversity: Graduate Student Research Showcase (Movement Science & Sport Management)



Inclusion: Kinesiology Bridge Program
(Connecting and Engaging Underrepresented Students for Success at UM)



Bridge Students at Kinesiology Panel Presentation/Discussion
(Featuring current Kinesiology Graduate Students, Graduate Students from outside of Kinesiology, and Campus Representatives about strategies for success at UM)



Bridge Students at Kinesiology Faculty-Student Mixer





Bridge Students Celebrating the Conclusion of Program



Please send your comments and/or suggestions to
kines-dei@umich.edu
Thank You!

