



The Michigan Mandate

A Strategic Linking of Excellence and Diversity

Version 2.0 September 19, 1988

**Looking to the Future
America in the 21st Century**

Multicultural, Pluralistic

International

Knowledge-intensive

Premise

Fundamental Premise: Diversity is a necessary condition for the achievement of excellence.

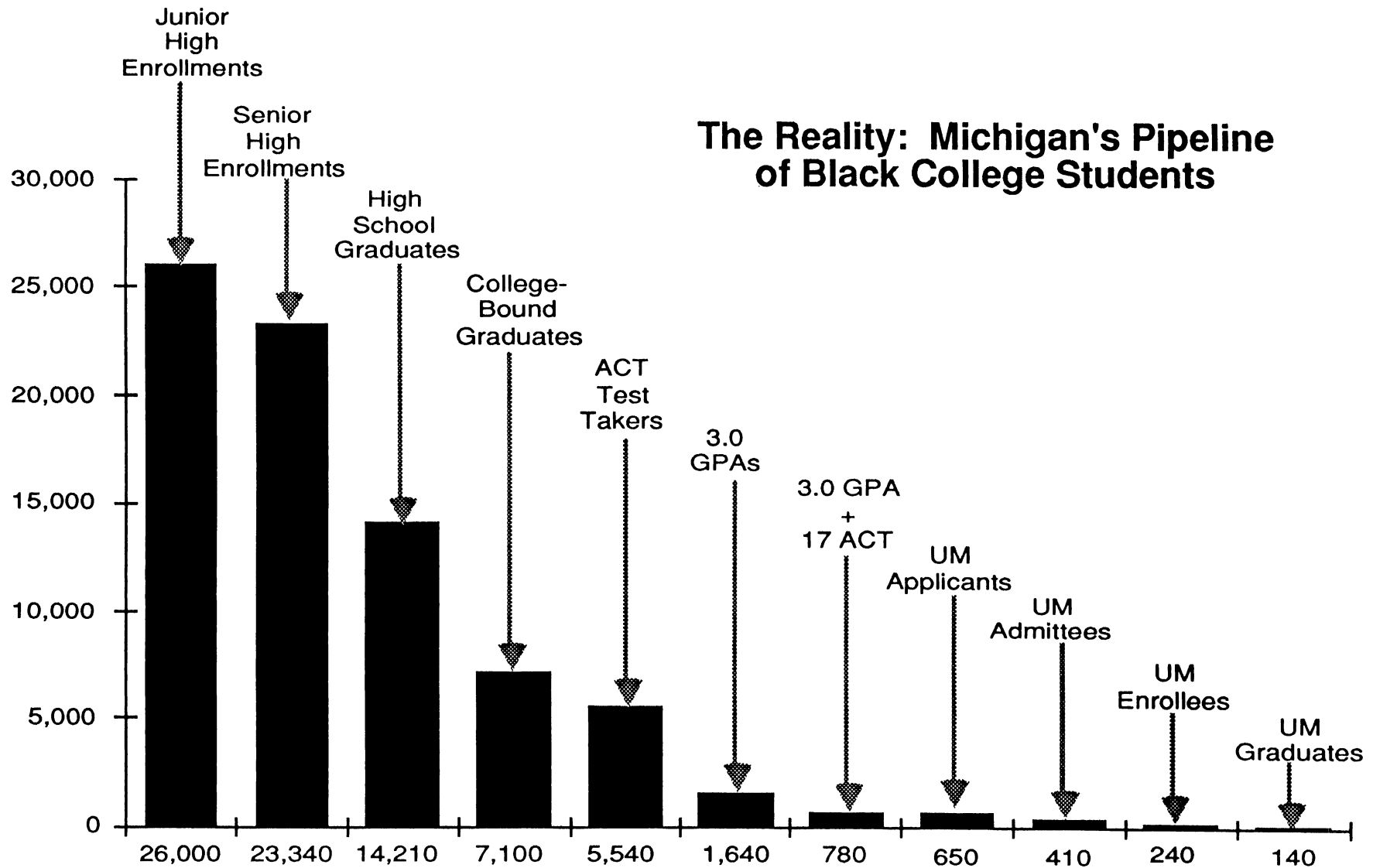
Rationale:

Excellence: Our ability to achieve excellence in teaching, research, and service in a future increasingly characterized by its pluralism will be determined by the diversity of our campus community.

A National Imperative: Pluralism will be an increasingly important characteristic of American society, and universities have a particular responsibility to develop models of multicultural communities essential to the future of our nation.

Responsibility: As a public institution in a democratic society, the University has a responsibility to increase the participation of underrepresented racial, ethnic, and cultural groups.

The Michigan Mandate



Some Facts of Life

Institutions do not change quickly and easily any more than do the societies of which they are a part. We are addressing the most urgent and difficult issue confronting our nation. To make progress we need a commitment and a plan.

We must:

- 1. Move away from our present reactive, numerous, and uncoordinated efforts toward a more strategic approach designed to achieve long-term systemic change of the institution.**
- 2. Take the long view that will require both patient and persistent leadership.**
- 3. Remain vigilant as well as provide a great deal of help and support.**
- 4. Develop a clearly focused leadership agenda that can be kept before the institution at all times.**

Some Facts of Life (Continued)

- 5. Create a very simple leadership structure, involving a relatively small number of people who will be asked to assume responsibility and who will be held accountable for our success in key areas.**

- 6. Remember that while a small, identifiable leadership group is necessary to implement the plan, it is also certain that we will only succeed with the commitment and involvement of the broader University community--a commitment and involvement we have yet to achieve...**

- 7. Remind ourselves, too, that while diversity must be among our highest priorities, it is not our only priority. Hence, it is essential that we seek diversity in conjunction with our other institutional goals.**

Year of Transition (1987-88)

- 1. Honored commitments to March, 1987 "Six Point Plan".**
- 2. Demonstrated progress in program development and initiated key strategic actions.**
- 3. *Development of a broad strategic plan.***
- 4. Committed the resources (financial, human, leadership) necessary to move forward with the plan.**
- 5. Communicated openly and often about progress and found new ways to listen and learn from our minority communities.**



**"Six Point Plan"
(March, 1987)**

- ✓ 1. **Appointment of a vice provost with responsibility for minority affairs**
- ✓ 2. **Funding for the Black Student Union**
- ✓ 3. **Grievance procedure for racial harassment, Black administrator in Affirmative Action Office**
- ✓ 4. **Budget support for attracting and retaining Black faculty**
- ✓ 5. **Unit goals a component of annual reviews, elimination of salary inequities**
- ✓ 6. **Standing Presidential Advisory Commission**

**One Year Later:
Some Examples of 1987-88 Activities**

- 1. The Battle Against Racism: EO/Deans Retreats; School and College Efforts; Freshmen Orientation Programs; Residential Housing Programs; Tell Someone Program; Racial Harrassment Discipline Policy; Multicultural Celebrations**
- 2. Faculty programs: Target of Opportunity; Faculty Development Funds; Postdoctoral Programs; MLK Visiting Faculty program; CAAS Support**
- 3. Student Recruitment and Achievement: Major funding increase for recruiting efforts; major expansions of financial aid (at both UG and grad level); Alumni networking; CSP expansion; Community College relations; programs with Historically Black Colleges; K-12 outreach programs**
- 4. School and College Programs: literally hundreds of programs**

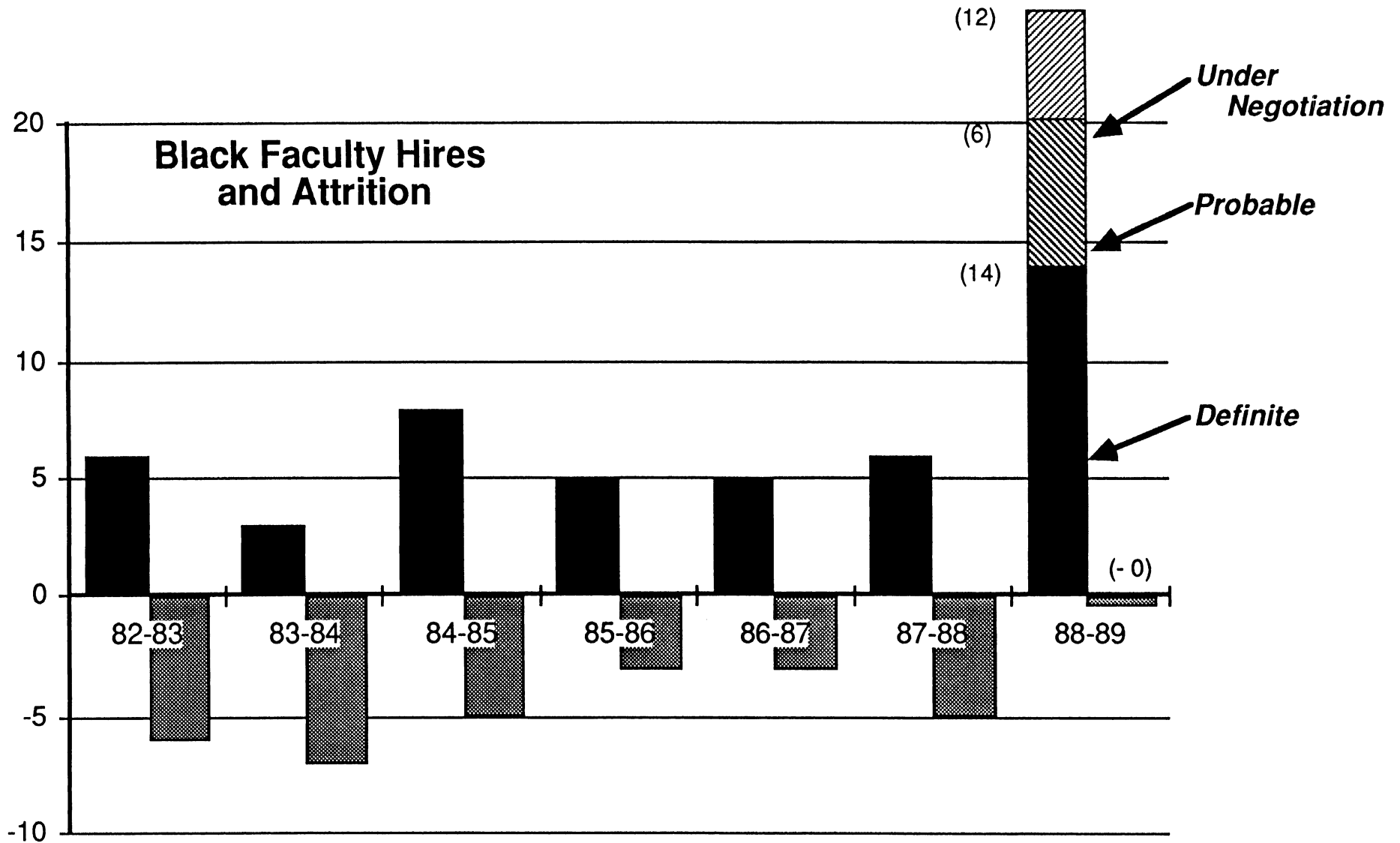
Challenge of Leadership

Racism

Pluralism

Change

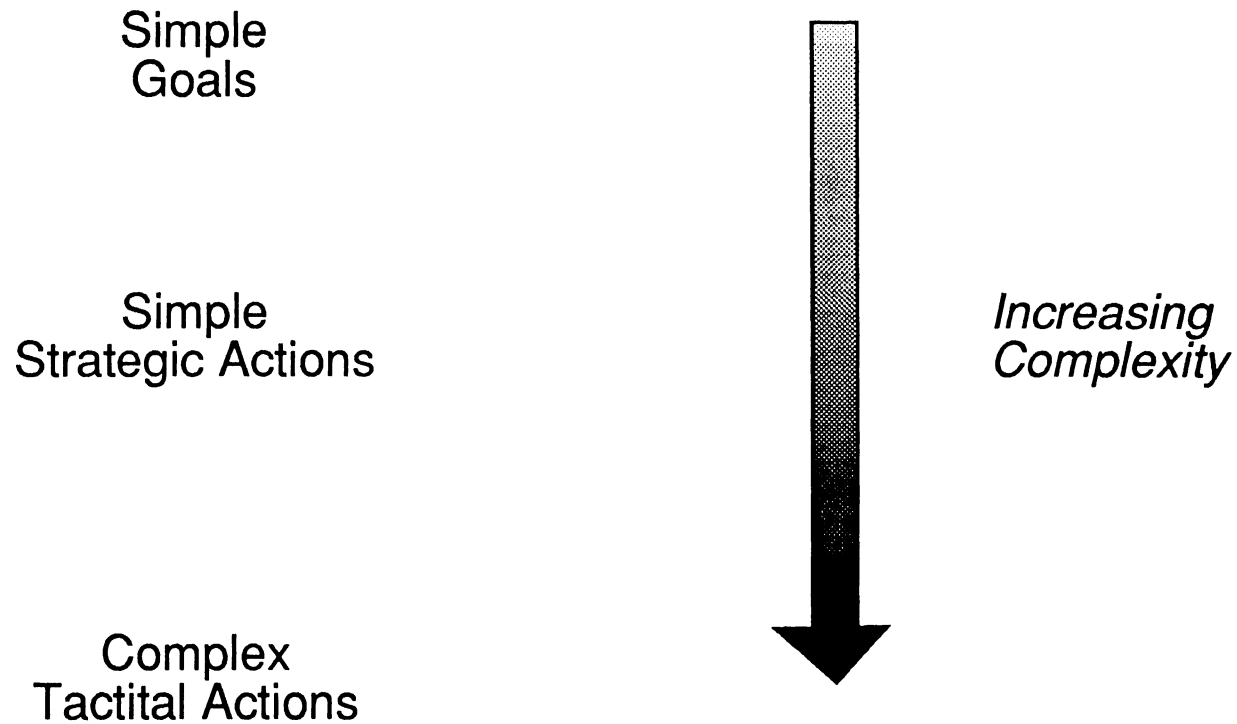
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The Strategic Planning Process

- 1. Mission and Goals**
- 2. Environmental Assessment**
- 3. Operational Objectives**
- 4. Strategic Actions**
- 5. Tactical Implementation**
- 6. Evaluation and Assessment**

Simple Goals and Actions for Complex Problems...



The Strategic Planning Process



- 1. Mission and Goals**
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Fundamental Goals

1. *Commitment:*

To recognize that diversity and excellence are complementary and compelling goals for the University and to make a firm commitment to their achievement.

2. *Representation:*

To commit to the recruitment, support, and success of underrepresented minority groups among our students, faculty, staff, and leadership.

3. *Environment:*

To build on our campus an environment which seeks, nourishes, and sustains diversity and pluralism. We must insist that the dignity and worth of every individual is valued and respected.

The Strategic Planning Process

1. Mission and Goals



2. Environmental Assessment

3. Operational Objectives

4. Strategic Actions

5. Tactical Implementation

6. Evaluation and Assessment

Environmental Assessment

- **Minority Representation**
- **Program Inventory**
- **Investments**
- **Environment for Diversity**

**Environmental
Assessment**

Representation

Areas (by unit):

- **Student recruitment**
- **Student development**
- **Faculty recruitment**
- **Faculty development**
- **Staff recruitment**
- **Staff development**

Comparisons:

- **Michigan colleges and universities**
- **Big Ten institutions**
- **National peers**

**Environmental
Assessment**

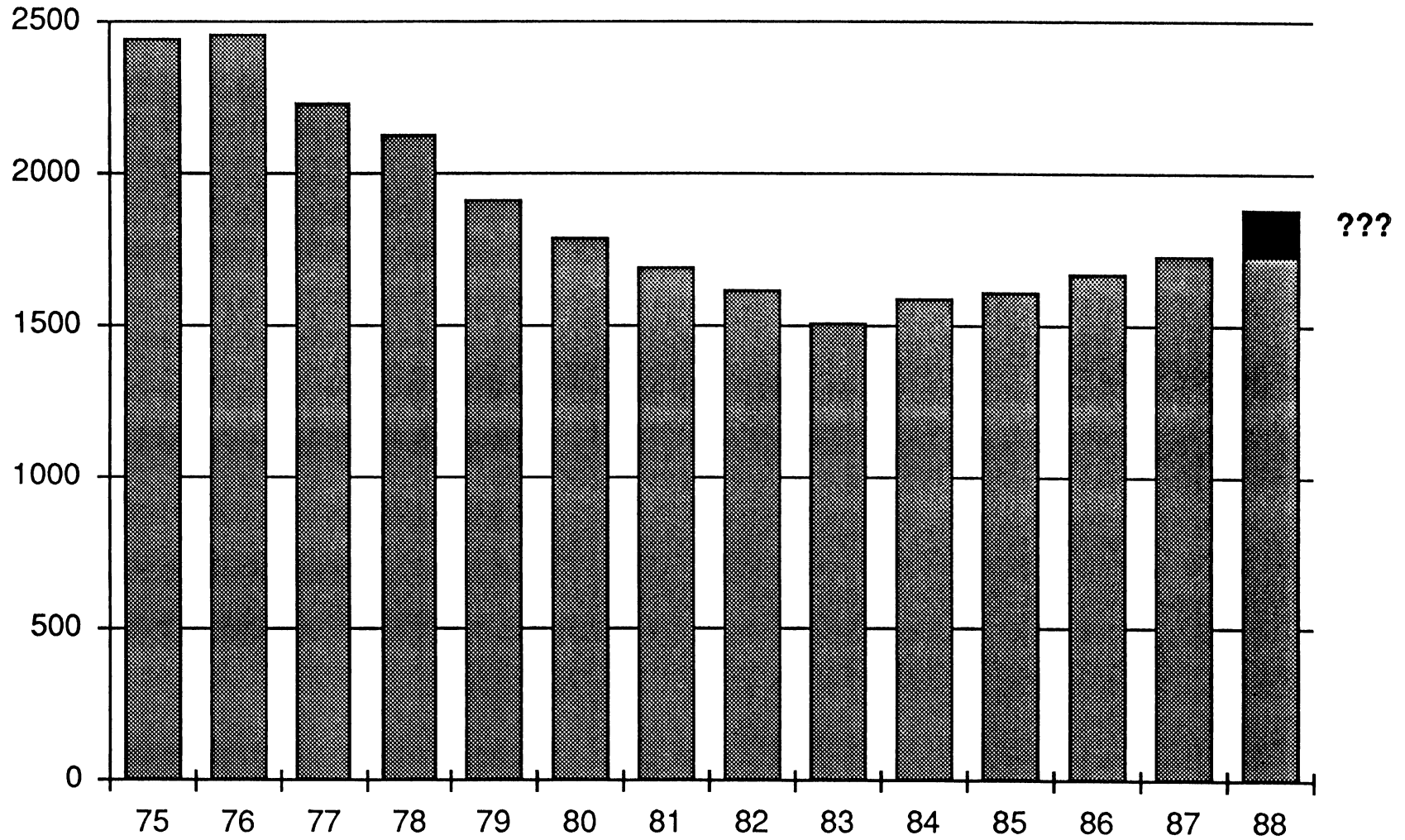
Where We Stand Now

The following charts show the trends over time in Black student enrollment and faculty hiring. They also indicate the projected improvements this year. Final figures will not be available until summer, but the trend in all categories is up. Indeed, there are dramatic improvements in faculty hiring and graduate admissions that suggest that our efforts are starting to pay off.

- **Total Black Enrollments**
- **Black Undergraduate Enrollments**
- **Black Graduate Enrollments**
- **Black Faculty Hires and Attrition**

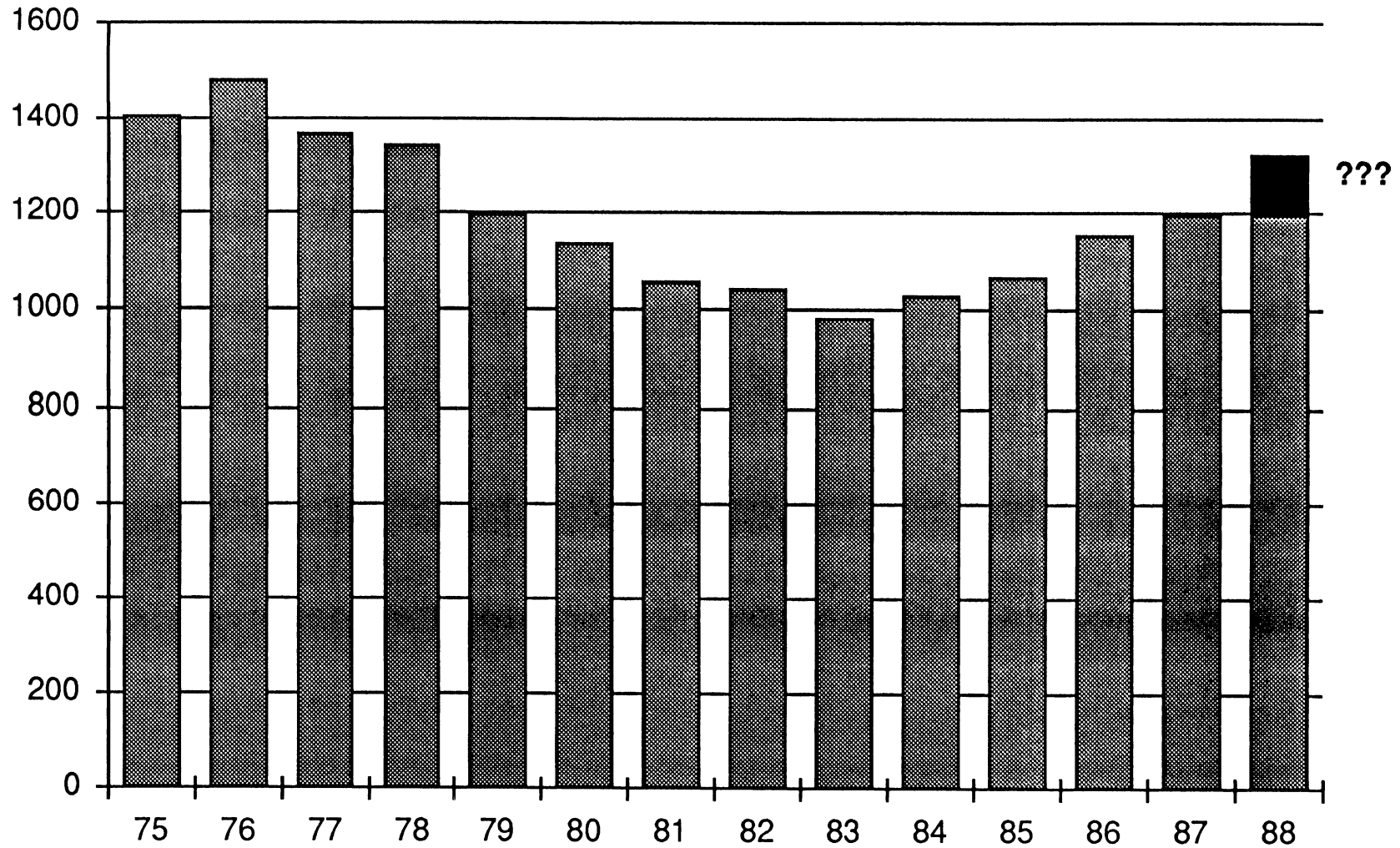
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Total Black Enrollments



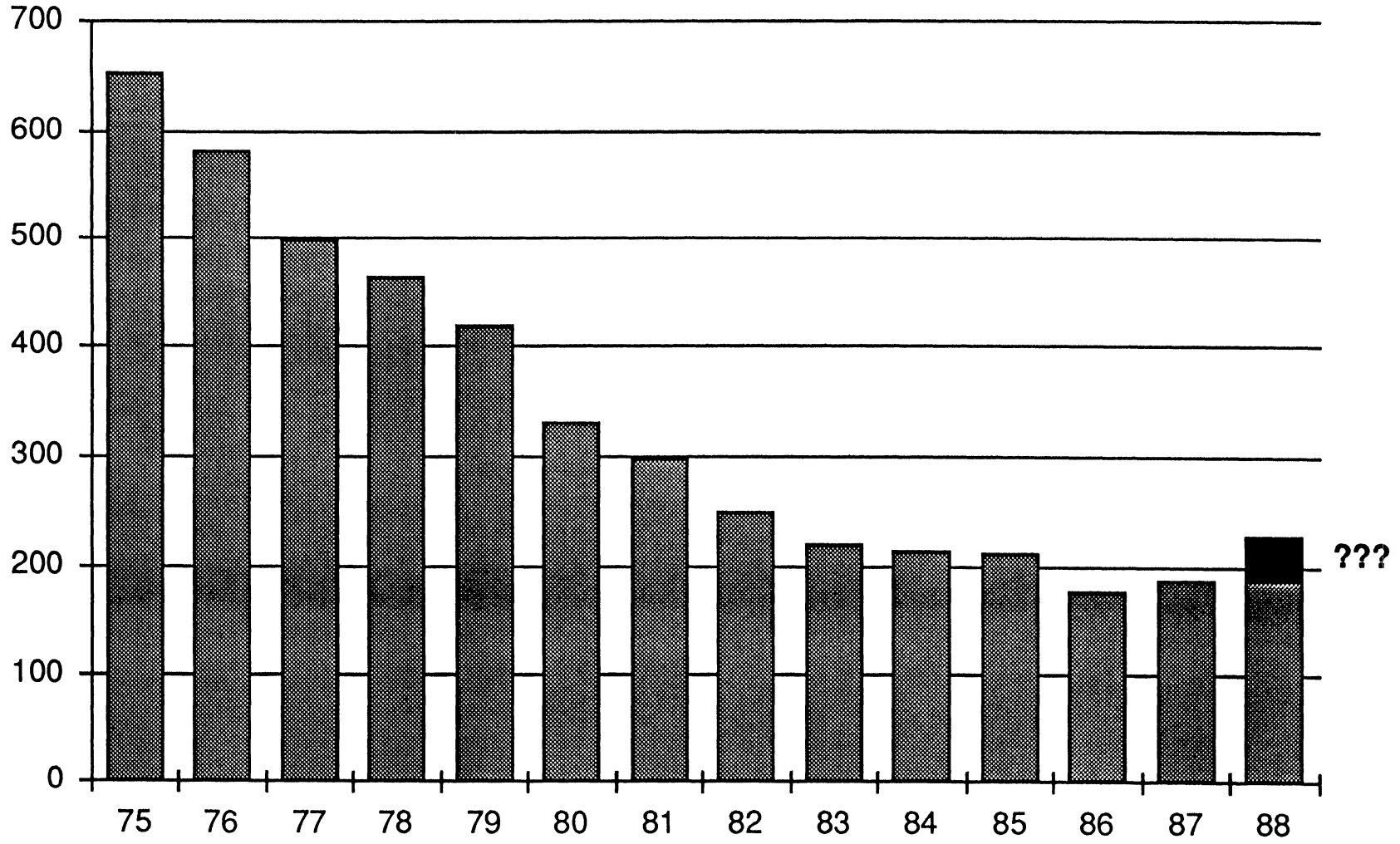
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Black Undergraduate Enrollments

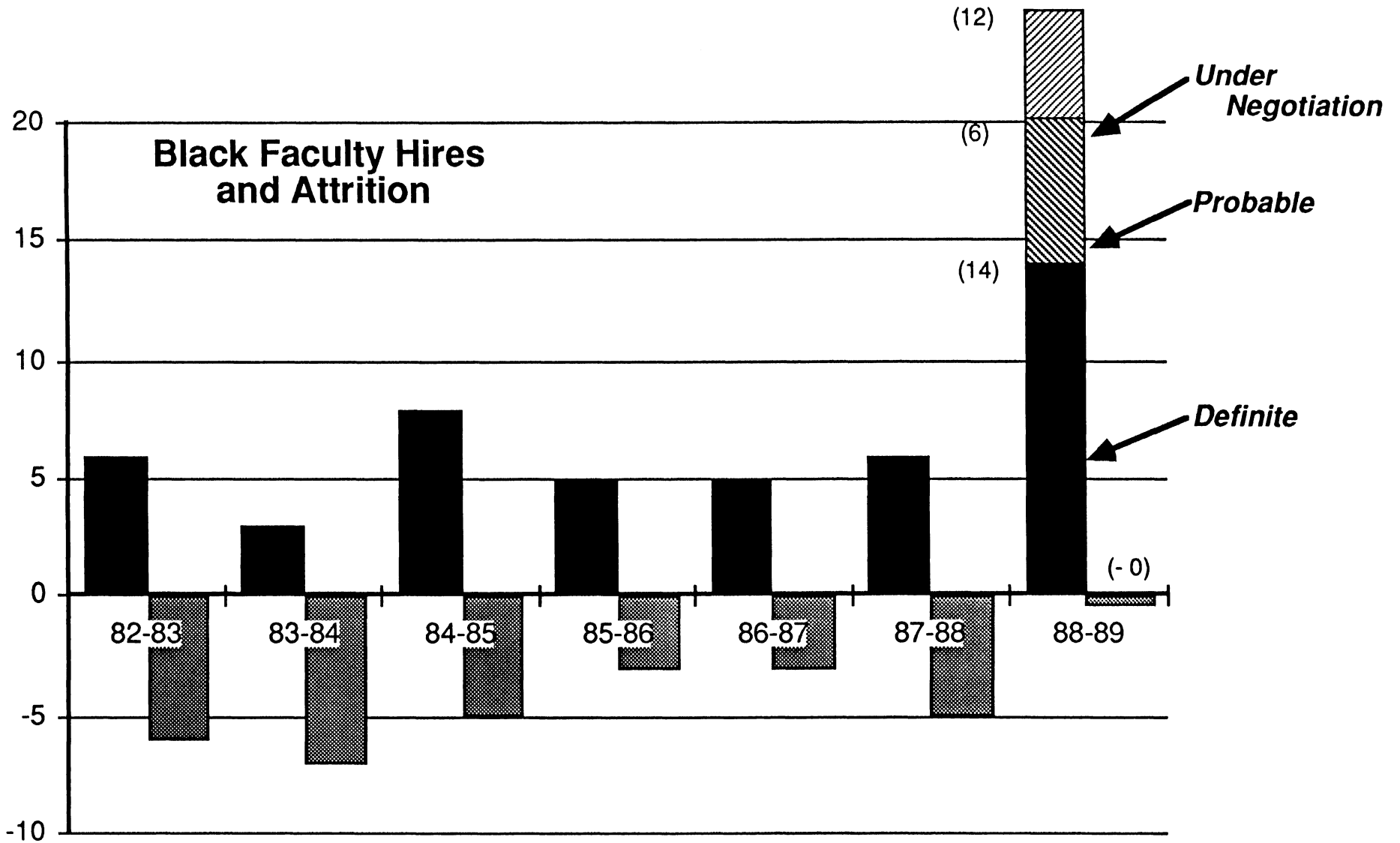


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Black Graduate Enrollments



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**Minority Enrollments
UM-AA, Fall-1987**

<u>Minority</u>	<u>Percentage</u>	<u>Number</u>
Black	5.4%	1,734
Hispanic	2.1%	677
Native American	0.4%	129
Asian-American	5.6%	1,803
Total	13.5%	4,343

Program Inventory

- **School and College Programs**
- **University Programs**
- **Comparisons with Other Institutions**

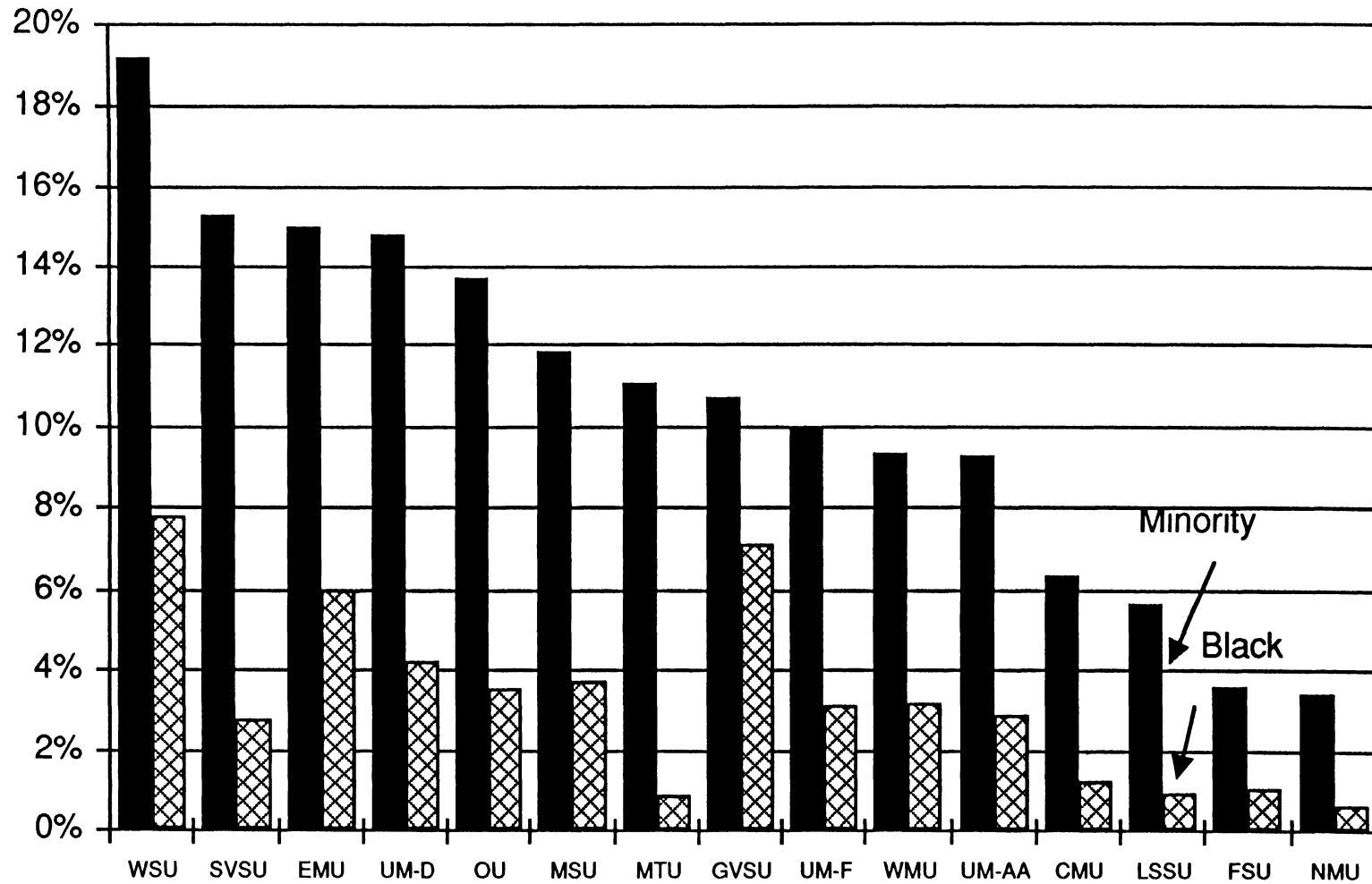
**Environmental
Assessment**

How We Compare to Michigan, Big Ten, and Peer Institutions

It is helpful to see The University of Michigan record on minority faculty and student recruitment in comparison to other state and national institutions. The University of Michigan stands up well but this is not a cause for complacency. Competition is increasing. We will need to do our homework to achieve and maintain national leadership.

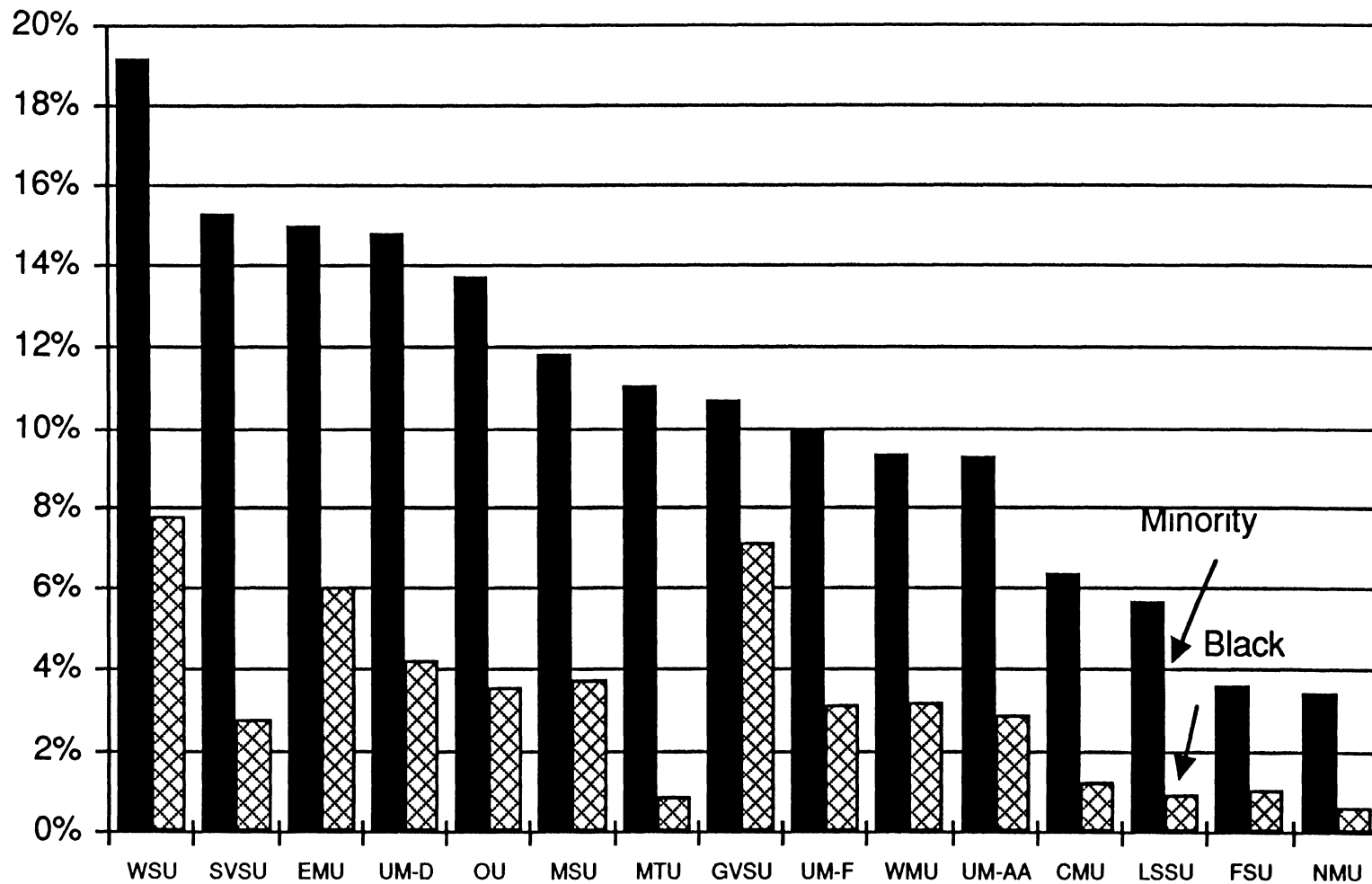
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Percentage Minority Faculty Michigan Public 4-Year Universities, 1987



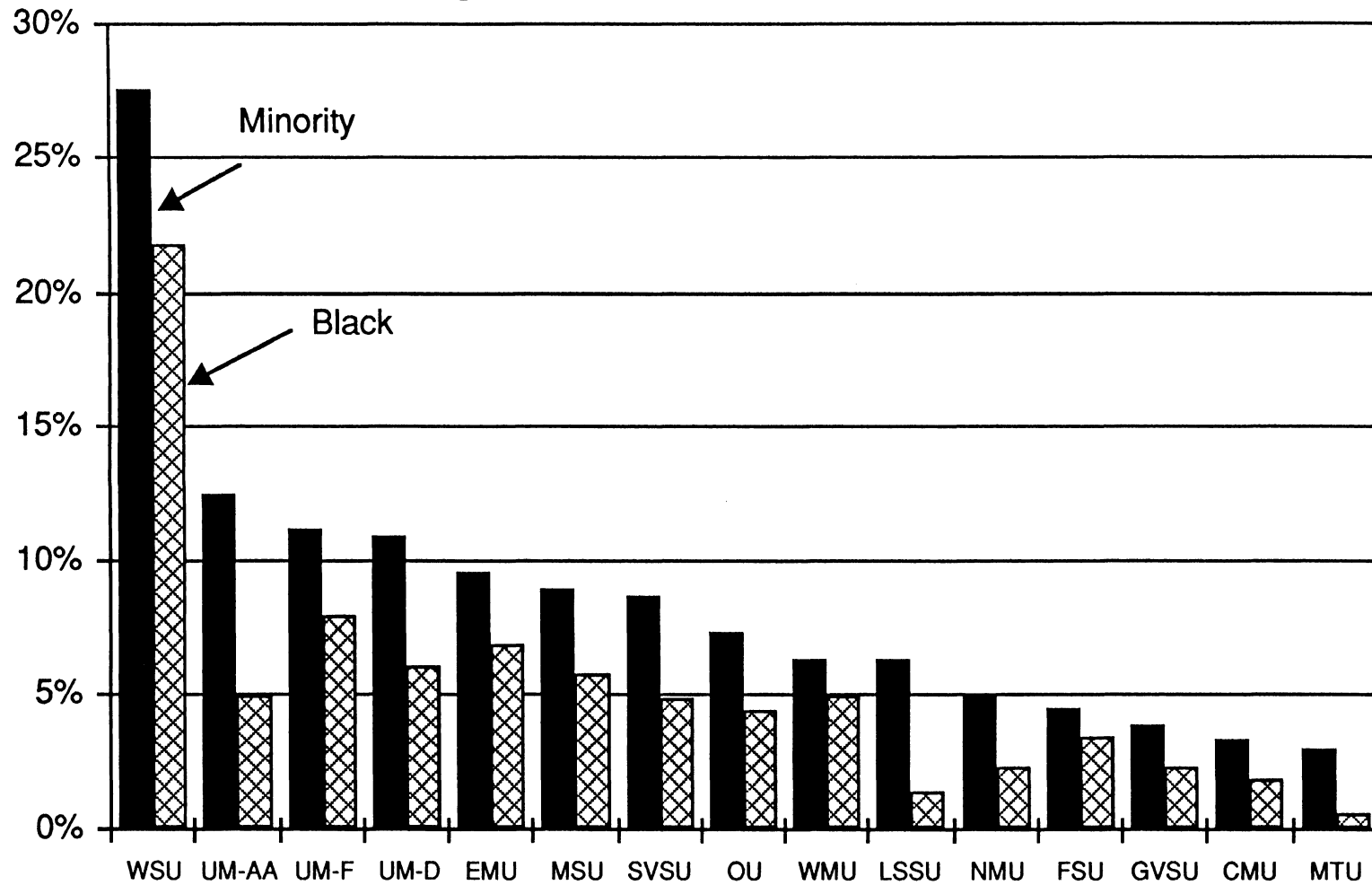
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Percentage Minority Faculty Michigan Public Universities, 1987



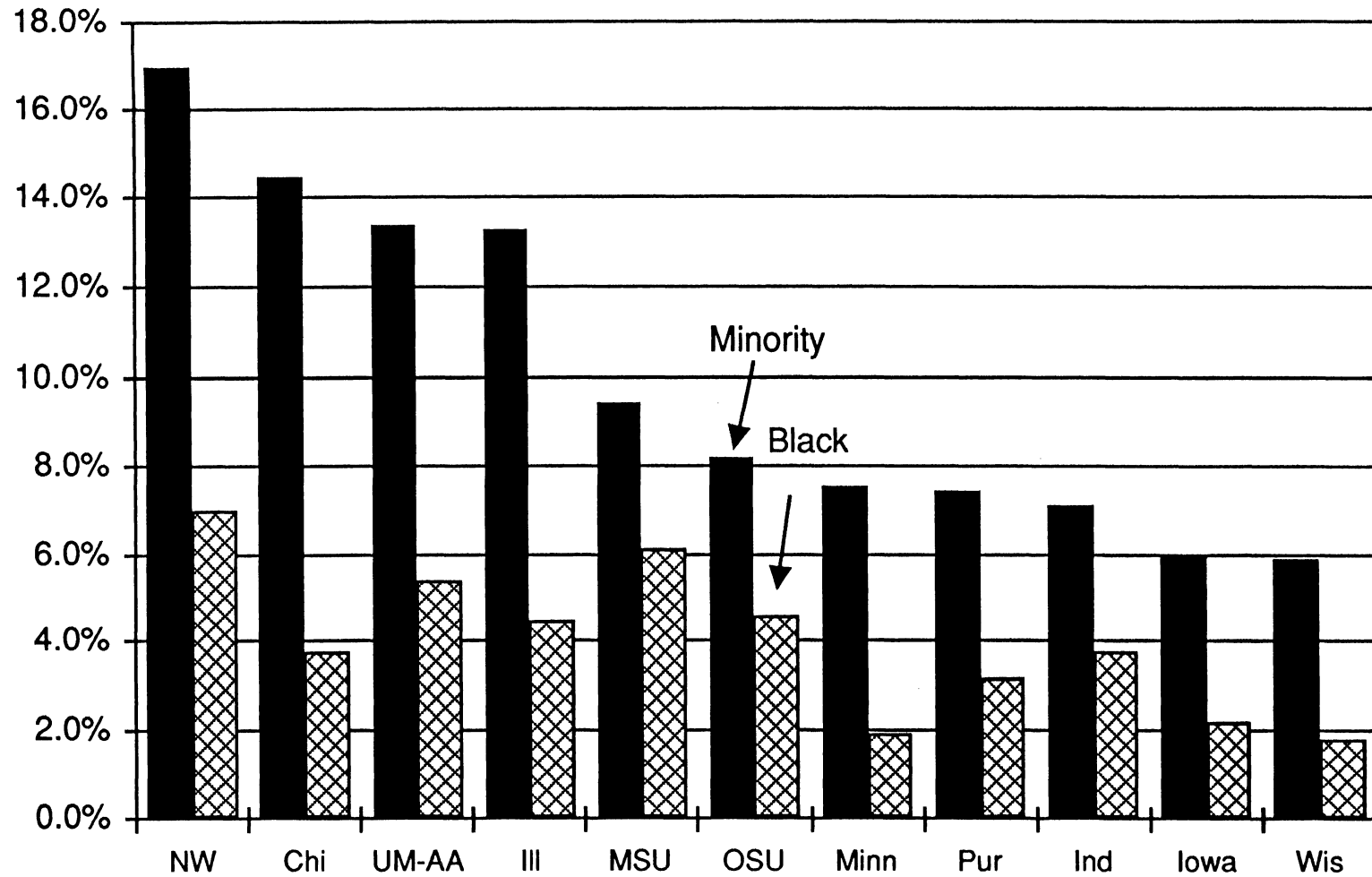
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Percentage Minority Enrollments Michigan Public Universities, 1987



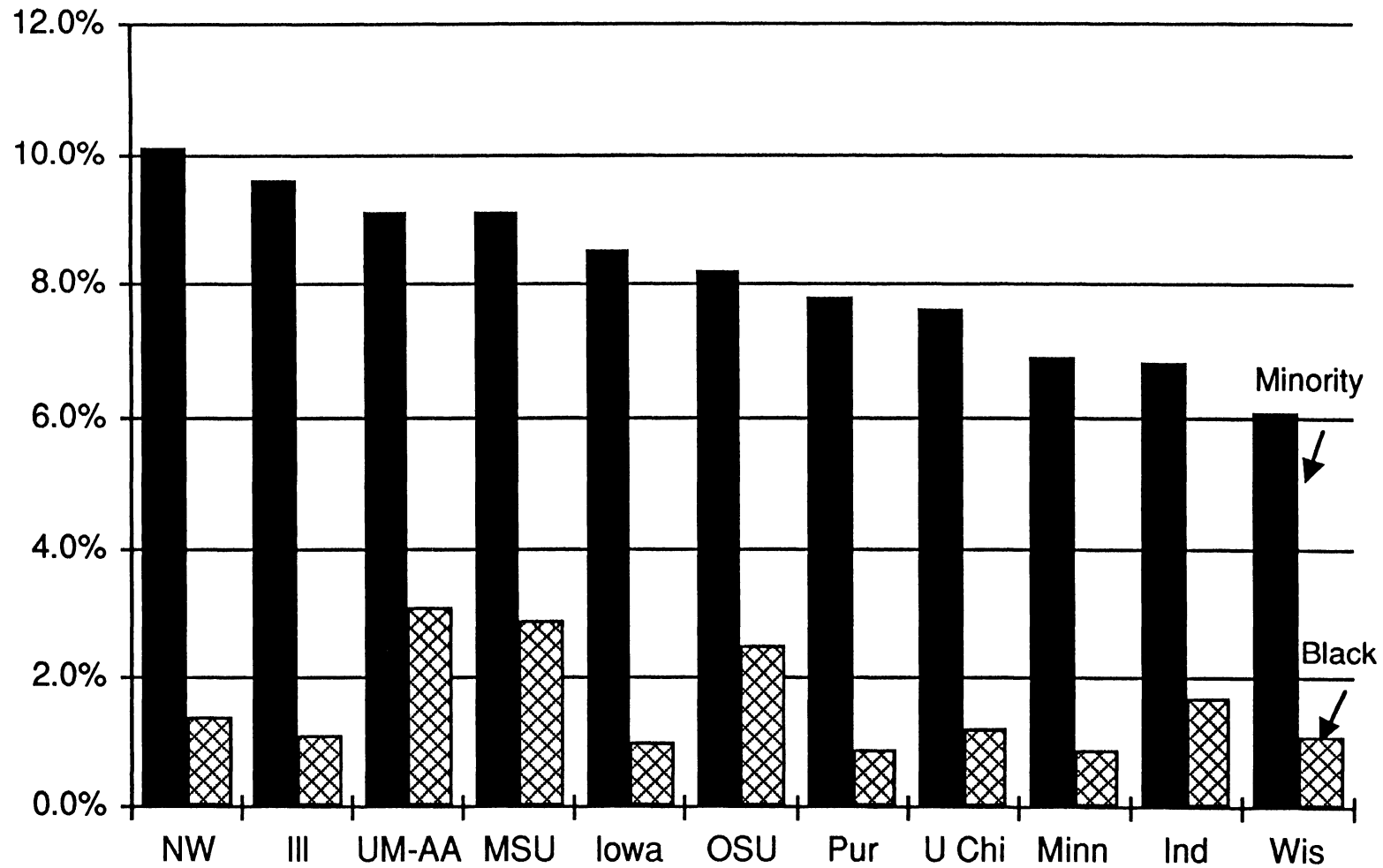
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Percentage Minority Enrollments in CIC Institutions
(Big 10 and the U of Chicago), 1987



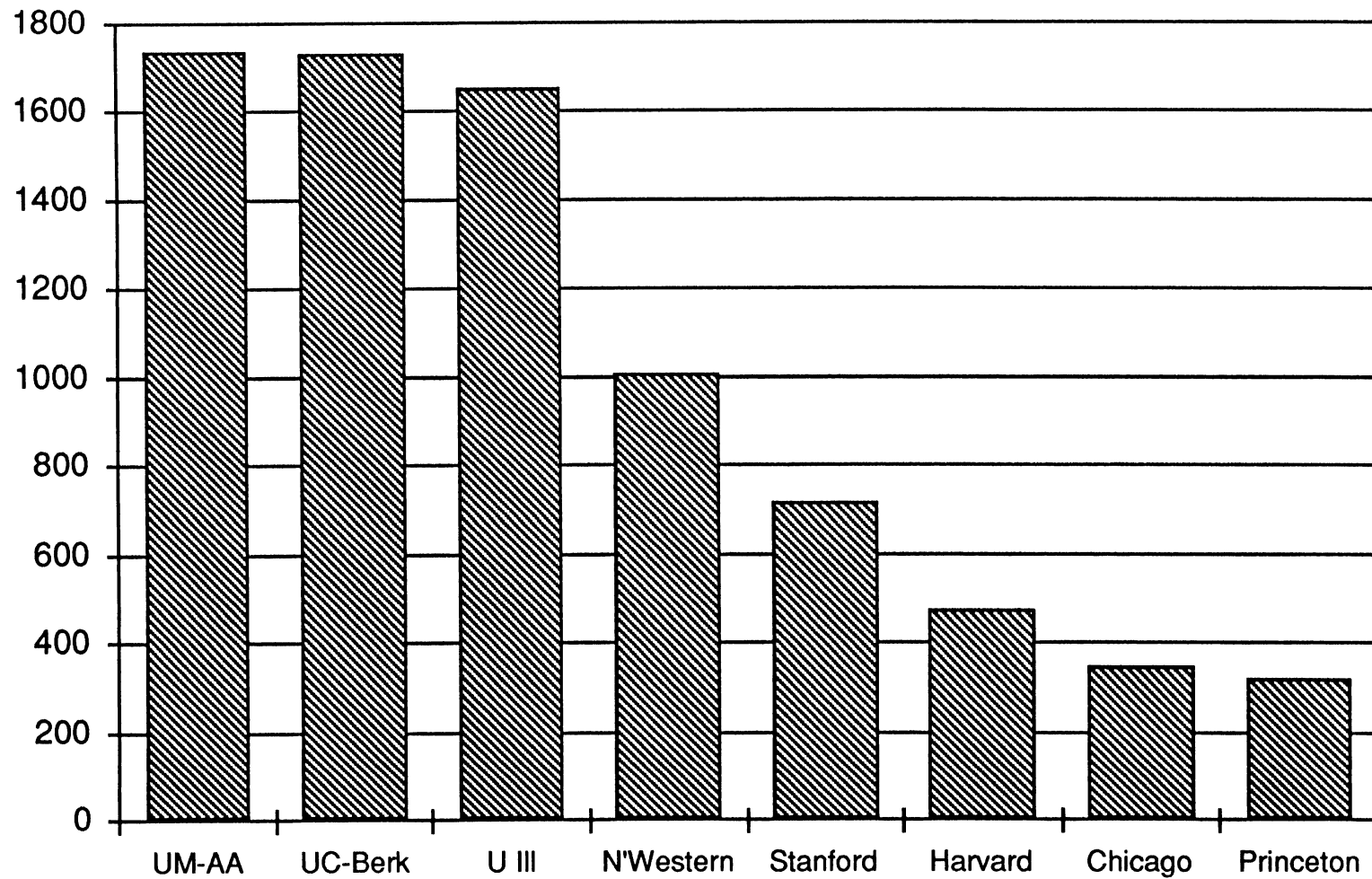
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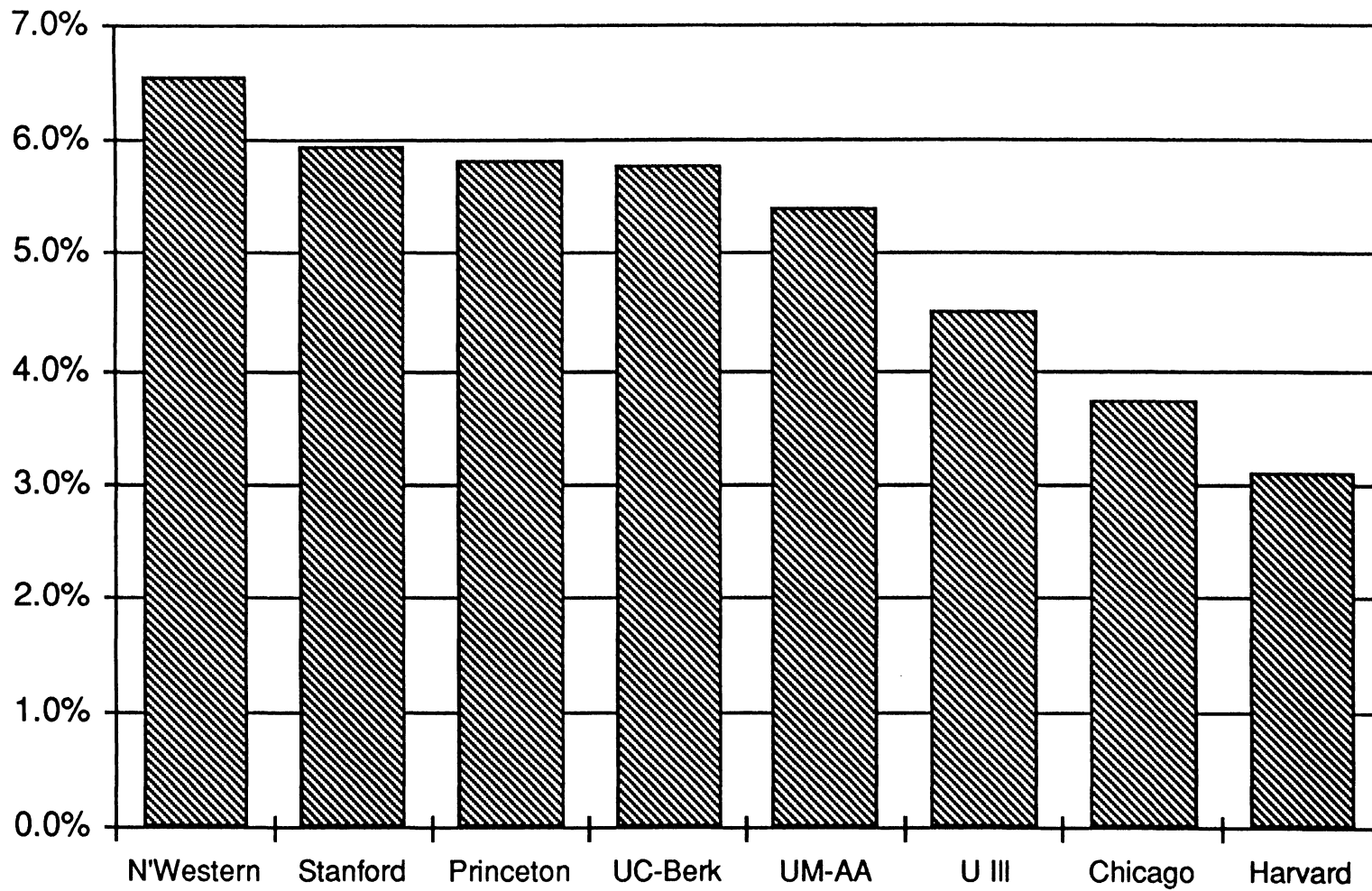
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**Black Enrollments in Peer Institutions, 1987
(U.S. Citizens and Permanent Residents)**



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Percentage Black Enrollment in Peer Institutions, 1987
(U.S. Citizens and Permanent Residents)



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Defining Operational Objectives

Key features:

- **Clear, focused objectives**
- **Capable of measurement and evaluation**
- **Capable of expansion and adjustment**

Objectives

Strategic Objectives

- 1. Faculty Recruiting and Development**
- 2. Student Recruiting, Achievement, and Outreach**
- 3. Staff Recruiting and Development**
- 4. The Environment for Diversity and Excellence**

Objective 1: Faculty Recruiting and Development

- **Substantially increase the number of tenure-track faculty in each underrepresented minority group over the next five years.**
- **Increase the success rate of minority faculty in the achievement of promotion and tenure.**
- **Increase the number of underrepresented minority faculty in leadership positions over the next five years.**

Objective 2: Student Recruiting and Achievement

- **In each of the next five years, achieve increases in the number of entering underrepresented minority students, as well as in our total underrepresented minority enrollment.**
- **Establish and achieve specific minority enrollment targets in all schools and colleges.**
- **Increase minority graduation rates.**
- **Develop new programs to attract back to campus ("reclaim") minority students who have withdrawn from our academic programs.**

Objective 3: Outreach

- **Design new and strengthen existing outreach programs to increase the pool of minority applicants to undergraduate, graduate and professional schools**
- **K - 12**
- **Community Colleges**
- **Historically Black Colleges and Universities**
- **Schools and Colleges with predominantly Hispanic and Black enrollments**

Objective 4: Staff Recruiting and Development

- **Focus on the achievement of affirmative action goals in all job categories during next five years.**
- **Increase the number of underrepresented minorities in key University leadership positions.**
- **Design new and strengthen existing systems and networks to support professional development**

Objective 5: The Environment for Diversity

- **Foster a culturally pluralistic environment.**
- **Significantly reduce the number of racist incidents on campus.**
- **Increase community-wide commitment to diversity and involvement in diversity initiatives among students, faculty, and staff.**
- **Broaden the base of diversity initiatives, e.g., by including global perspectives.**
- **Ensure the compatibility of University policies, procedures, and practice with the goal of a multicultural community.**
- **Improve communications among all groups.**
- **Provide more opportunities for minorities to communicate their experiences and participate directly in the change process.**

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Strategic Actions

Key Features:

- **Long term perspective**
- **Sustained, persistent commitments**
- **Focused leadership agenda**
- **Clear assignment of responsibility
for actions and success**

**Strategic
Actions**

Strategic Action #1 Target of Opportunity Faculty Recruiting Program

General Goal: In order to improve the quality and diversity of our faculty as a whole, we will develop strong incentives for minority faculty recruiting while trying to identify and eliminate any existing disincentives.

Action: Through a joint program between the central administration and the units, we will agree to meet full base and startup funding requirements for tenure-track minority faculty candidates proposed by academic units in consultation with the Administration.

Responsibility: Provost, Deans

Strategic
Actions

Strategic Action #2 Minority Faculty Development

General Goal: To identify and remove institutional barriers to minority faculty success and to ensure equitable access to opportunities for development.

Action:

- i) Assess and where necessary adjust workloads of minority faculty**
- ii) Ensure equity of compensation within units**
- iii) Within schools and colleges, provide equitable access to human, financial, and technical resources which contribute to success and achievement.**

Responsibility: Provost, Deans, Grad Dean, VPR

**Strategic
Actions**

Strategic Action #3 Minority Student Financial Aid Programs

General Goal: To meet the full financial needs of all underrepresented minority students who are Michigan residents and to expand significantly the financial aid resources available to nonresident underrepresented minority students.

Actions:

- i) Assess effectiveness of all financial aid programs
- ii) Optimize packaging of financial aid
- iii) Launch major efforts to increase both public and private support of minority financial aid programs
- iv) Launch "target of opportunity" programs which match central resources against those of units

Responsibility: Provost, Deans

Strategic
Actions

Strategic Action #4 Minority Student Recruiting

General Goal: To develop and implement a comprehensive plan for minority student recruitment

Actions:

- i) Assess effectiveness of all current recruiting programs**
- ii) Restructure and expand minority recruiting function in Office of Admissions and coordinate with units**
- iii) Develop alumni recruiting network through joint efforts with Alumni Association**
- iv) Strengthen research capability in areas such as longitudinal studies, pool identification, and program design and evaluation**

Responsibility: Provost, Deans

**Strategic
Actions**

Strategic Action #5 Minority Student Achievement

General Goal: To develop and implement a comprehensive plan to enhance minority student success.

Actions:

- i) Assess effectiveness of all current retention programs**
- ii) Develop strong retention programs within each college**
- iii) Develop strong support of retention programs at both the central and unit level**

Responsibility: Provost, Dean, Faculty

**Strategic
Actions**

Strategic Action #6 Staff Recruitment and Development

General Goal: To expand efforts to recruit and develop minority staff.

Actions:

- i) Work with units to achieve affirmative action goals in all job categories**
- ii) Design and implement career development programs aimed at advancing minority staff into leadership positions**

Responsibility: Executive Officers, Deans, and Directors

**Strategic
Actions**

Strategic Action #7 Research Thrusts

General Goal: To launch key research thrusts responding to the needs and experience of underrepresented minorities.

Actions:

- i) Stimulate major initiatives in the basic and applied social sciences which support scholarship in areas of special interest to minorities**
- ii) Coordinate the capacities of key University units such as Education, Social Work, ISR, and IPPS to address the underlying issues that limit the opportunities for underrepresented minorities with special focus on Southeastern Michigan.**
- iii) Develop the nation's leading program in Multicultural Studies**

Responsibility: Provost, Grad Dean, OVPR, Deans, Faculty

**Strategic
Actions**

Some Examples of Outstanding UM Research on Black Americans

- **James Jackson's ISR National Survey on Black Americans and his Black Election Study have broken new ground in research methodology and created the most comprehensive and reliable information base on the rich complexity of Black American life and its political expression.**
- **Sociologist Walter Allen's National Study of Black College Students is helping America's colleges and universities do a better job of understanding and responding to the concerns of Black students.**

Some Examples of Outstanding UM Research on Black Americans (Cont'd.)

- **Psychologist Vonnie McLoyd will begin a project sponsored by the National Institute of Mental Health that will look at the Impact of Maternal Job Loss on Black Children. Her work is expected to have important policy implications for understanding the multiple effects of job loss and extended unemployment on families and on children's development.**

These projects make important contributions to scholarship and to national understanding of Black experience. They also help the University to attract the best and most committed Black scholars and graduate students and they enrich our undergraduate teaching.

Strategic Action #8 Role of the Office of Minority Affairs

General Goal: Provide guidance, assistance, and coordination for University efforts to achieve diversity.

Roles:

- i) Strategic planning**
- ii) Policy leadership**
- iii) Evaluation**
- iv) Strategic funding**
- v) Infrastructure to sustain and facilitate progress**
- vi) Internal and external communication and liaison**

Responsibility: Vice Provost

**Strategic
Actions**

Strategic Action #9 Identification and Support of "Change Agents"

**General Goal: To identify and mobilize key leadership
among faculty, students, and staff**

Actions:

- i) Develop small action teams of deans**
- ii) Develop action teams of key faculty opinion leaders**
- iii) Strengthen Affirmative Action Coordinator appointments**
- iv) Student leadership**
- v) Staff leadership**

**Responsibility: Provost, Deans, Vice Provost
Executive Officers**

**Strategic
Actions**

Strategic Action #10 Multicultural Education Programs

General Goal: To implement efforts to achieve better understanding of multicultural communities

Actions:

- i) Launch trial programs to encourage faculty to consider the integration of multicultural material into the curriculum**
- ii) Identify, retain, and fund the use of both internal and external consultants in race relations and organizational change**
- iii) Strengthen existing and launch new programs for student, faculty, and staff education (e.g., Orientation, Housing, In-Service Staff Training)**

Responsibility: Provost, Deans, Faculty, Vice Provost

**Strategic
Actions**

Strategic Action #11 Student, Faculty, and Staff Discipline Policies

General Goal: To develop clear policies for handling incidents of racial harassment and discrimination

Actions:

- i) Clarify faculty and staff policies**
- ii) Develop and implement student policies**

Responsibility: President, Provost, Vice President for Student Services, Vice President for Finance, Deans and Directors

**Strategic
Actions**

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Tactical Implementation

- (0. Leadership and Organizational Structure)**
 - 1. Faculty Recruiting and Development**
 - 2. Student Recruiting, Achievement, and Outreach**
 - 3. Staff Recruiting and Development**
 - 4. The Environment for Diversity**

Leadership and Organizational Structure

In Place:

**President, Executive Officers, Deans
Vice-Provost for Minority Affairs
Office of Minority Affairs
Associate Dean of Graduate Studies
Faculty Director, Comprehensive Studies Program
Director of Admissions**

Searches Underway:

Director of Affirmative Action

Other Possible Appointments:

Strengthen Minority Leadership in Units

Tactics

Leadership and Organization Structure (cont)

Advisory and Steering Groups:

- **AAAC/EOs**
- **Presidential Commission**
- **Advisory Council on Minority Affairs**
- **Change Group**
- **SACUA and Senate Assembly**
- **Faculty Groups**
- **Student Groups**
- **Staff Groups**
- **Alumni Groups**

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Evaluation and Assessment

Formation of Steering Committees

- **Structure AAAC Team**
- **Involvement of EO's**
- **Coordination with**
 - Presidential Advisory Commission**
 - Advisory Commission on Academic Affairs**
 - SACUA**
 - Student Groups**

Assessment of Ongoing Programs, Policies, and Procedures

Assessment of Activities at Other Institutions

Inclusion of Evaluation Mechanisms into Design of of New Programs

Evaluation

The Commitment

We are setting before the University a compelling new agenda.

We expect to be held accountable for our actions.

At the same time, we are in this for the long haul and must not be diverted from our objectives by temporary setbacks, crises or shifts in public mood.

To succeed, we need the understanding and support of alumni and friends, public officials and the campus community.

Next Steps

The Mandate is a map indicating our destination

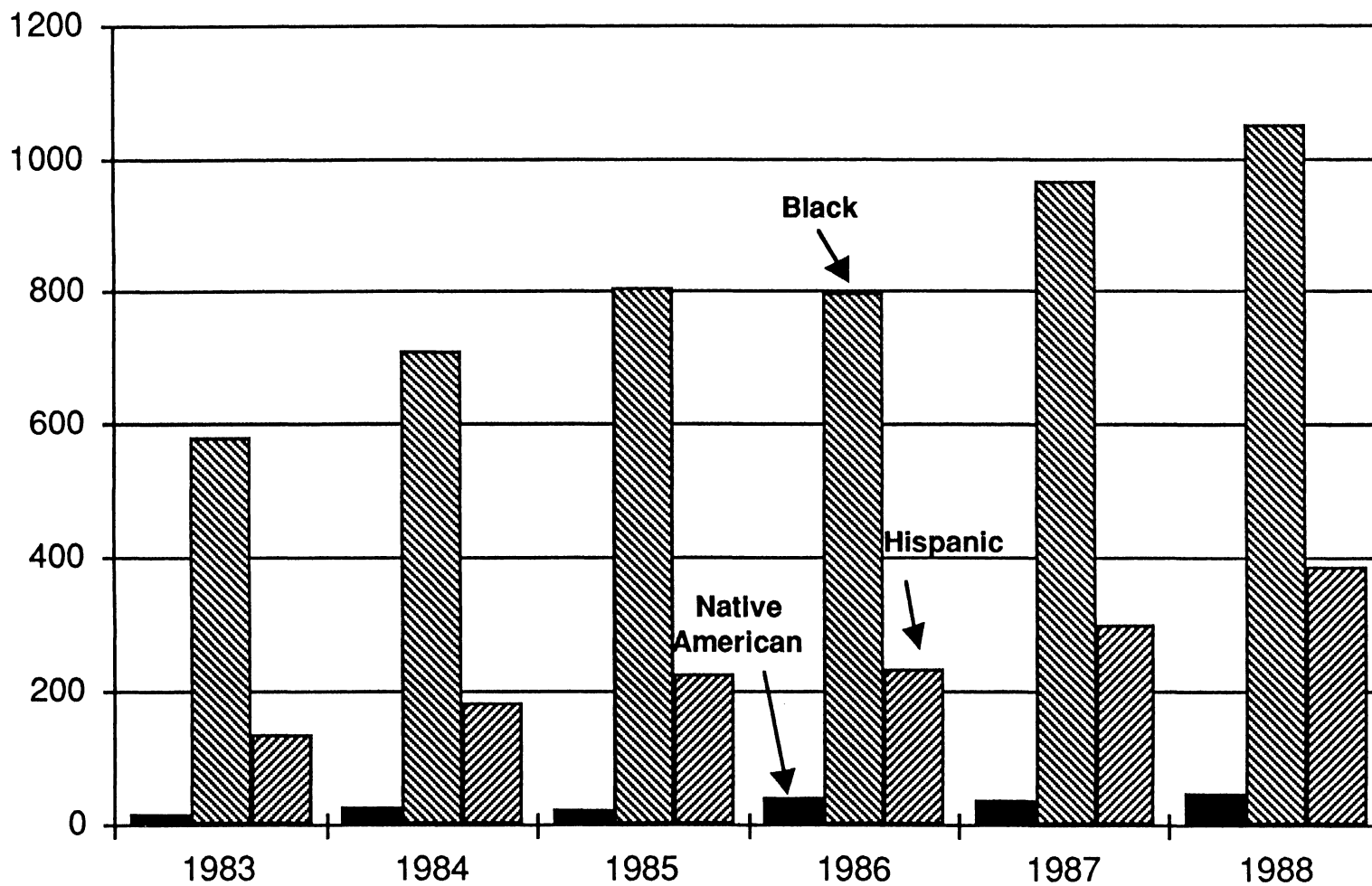
We will make it public in a few weeks to signify our commitment to institutional change.

However, the Plan will continue to evolve as a result of interactions with our community as we gain experience in how to improve or expand it.

What cannot change is our determination to achieve our goals of diversity.

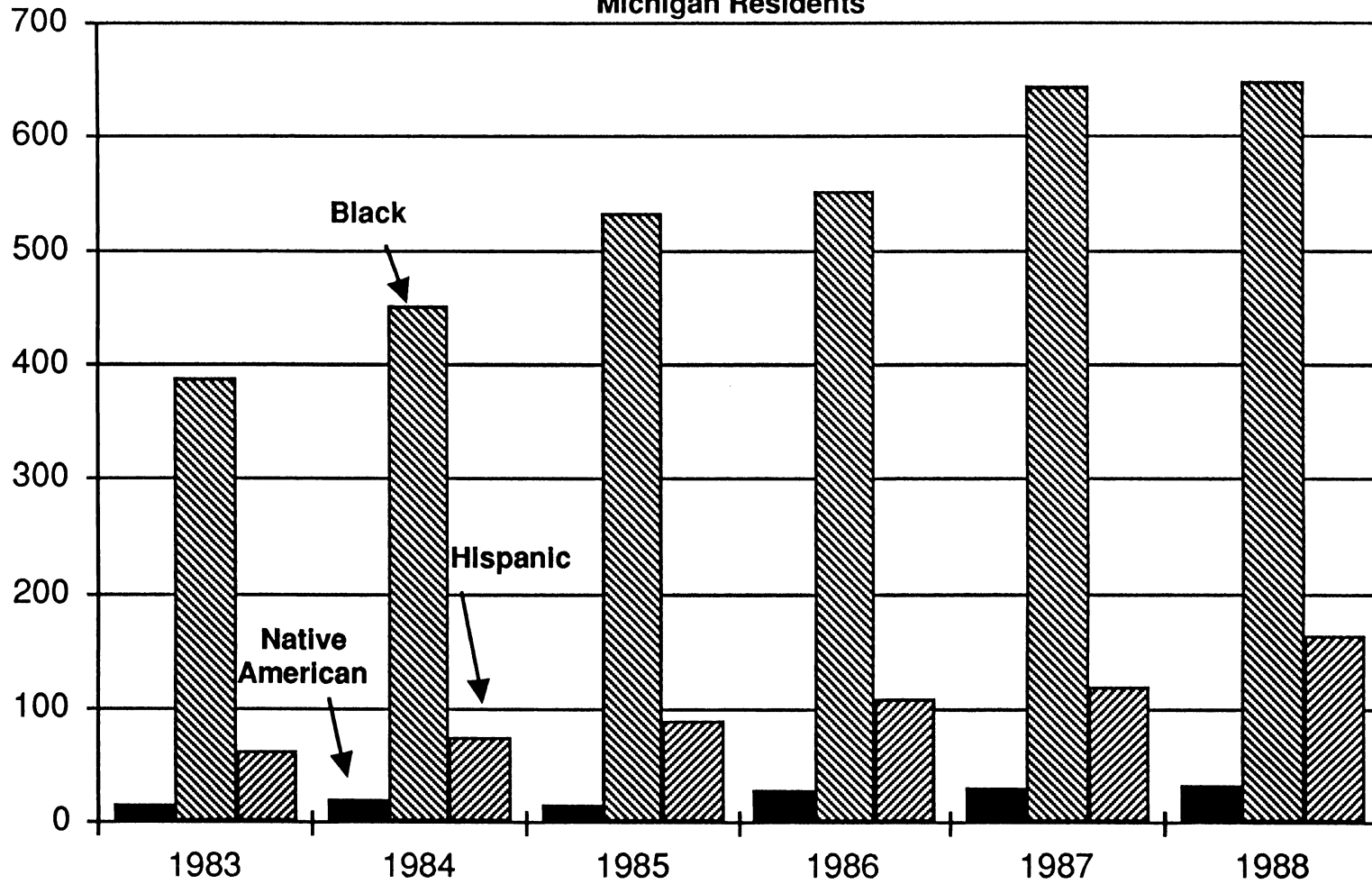
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New Freshman Applications, All Terms Underrepresented Minority Students



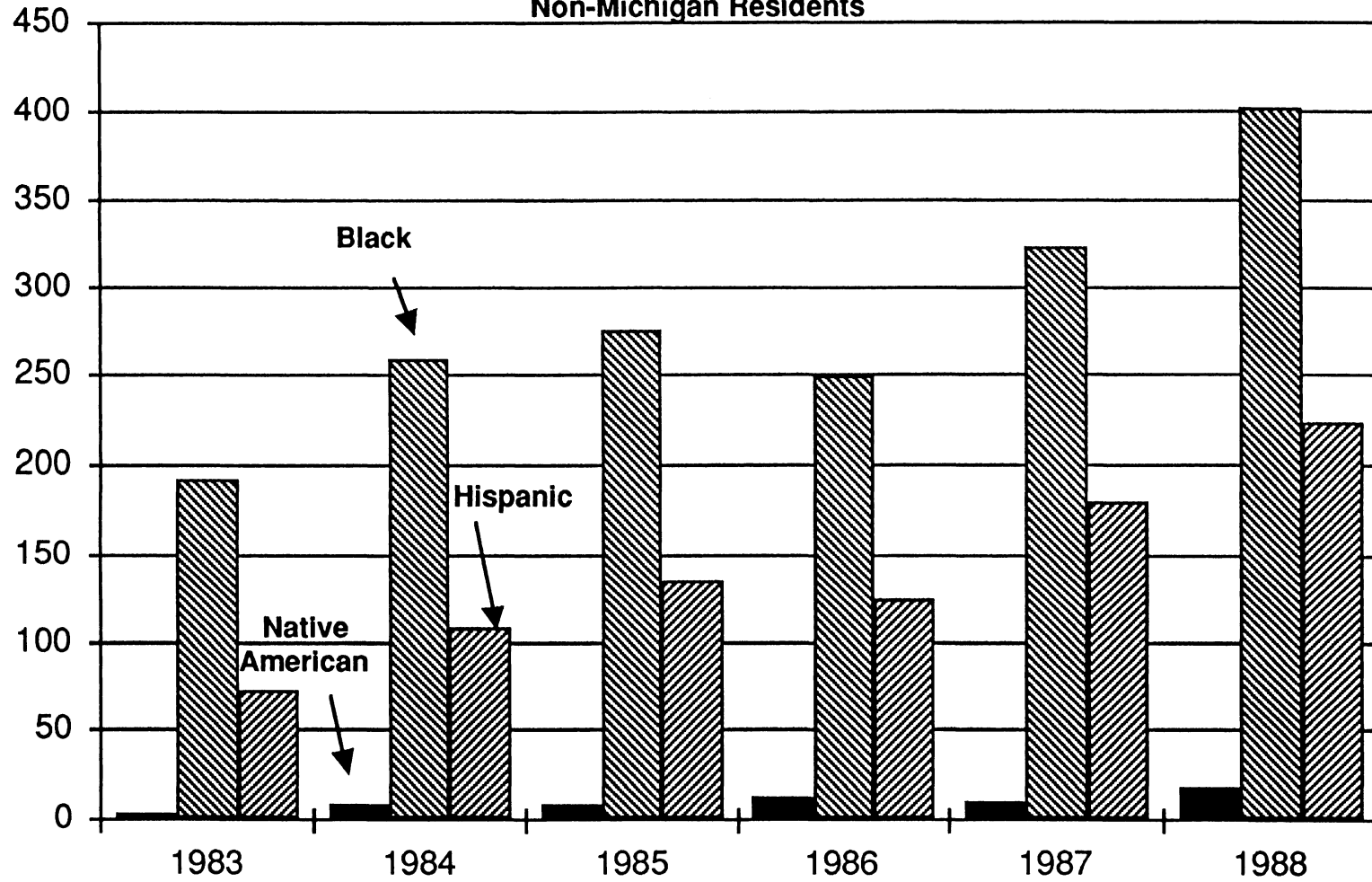
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New Freshman Applications, All Terms
Underrepresented Minority Students
Michigan Residents



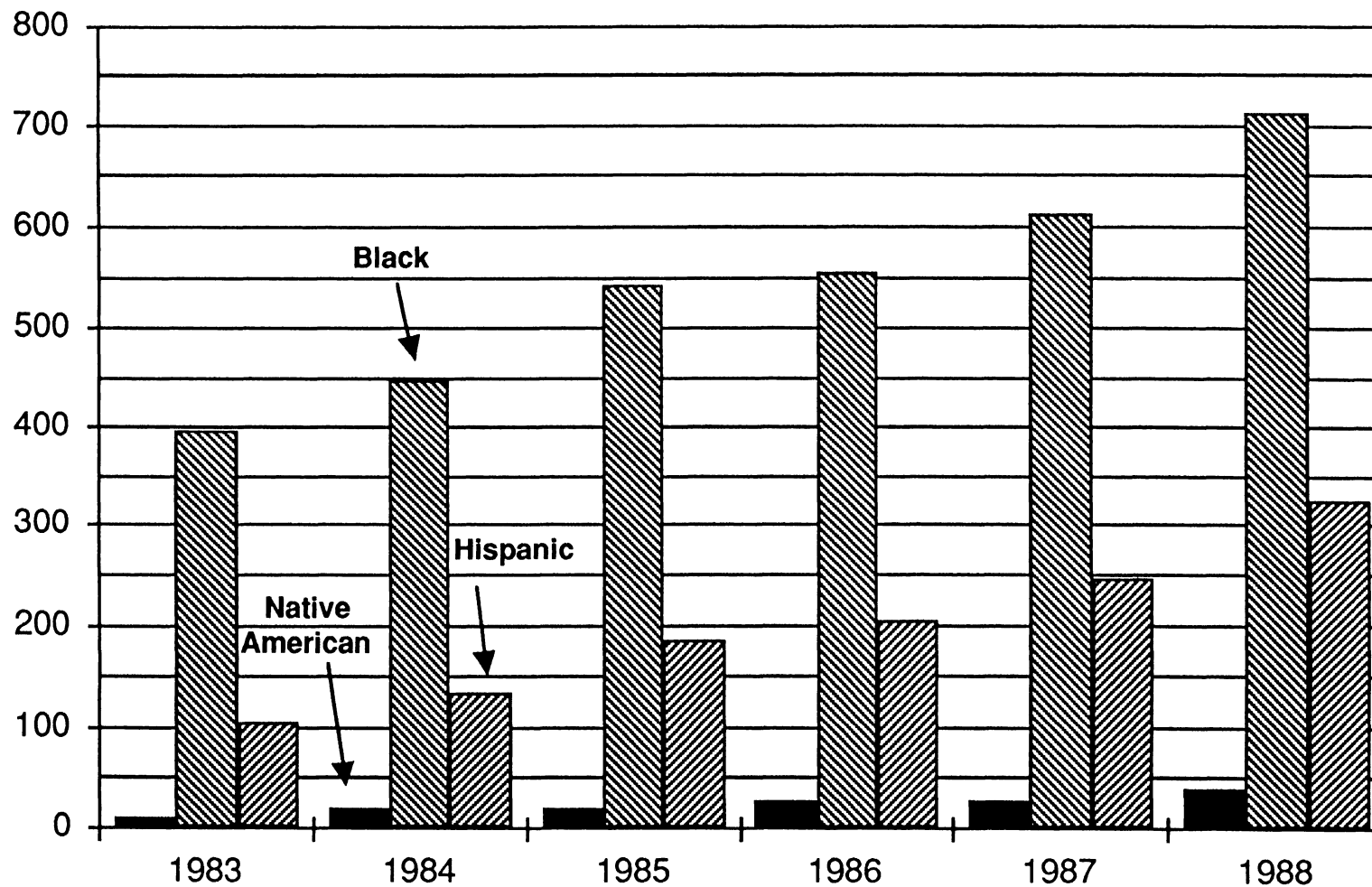
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New Freshman Applications, All Terms
Underrepresented Minority Students
Non-Michigan Residents



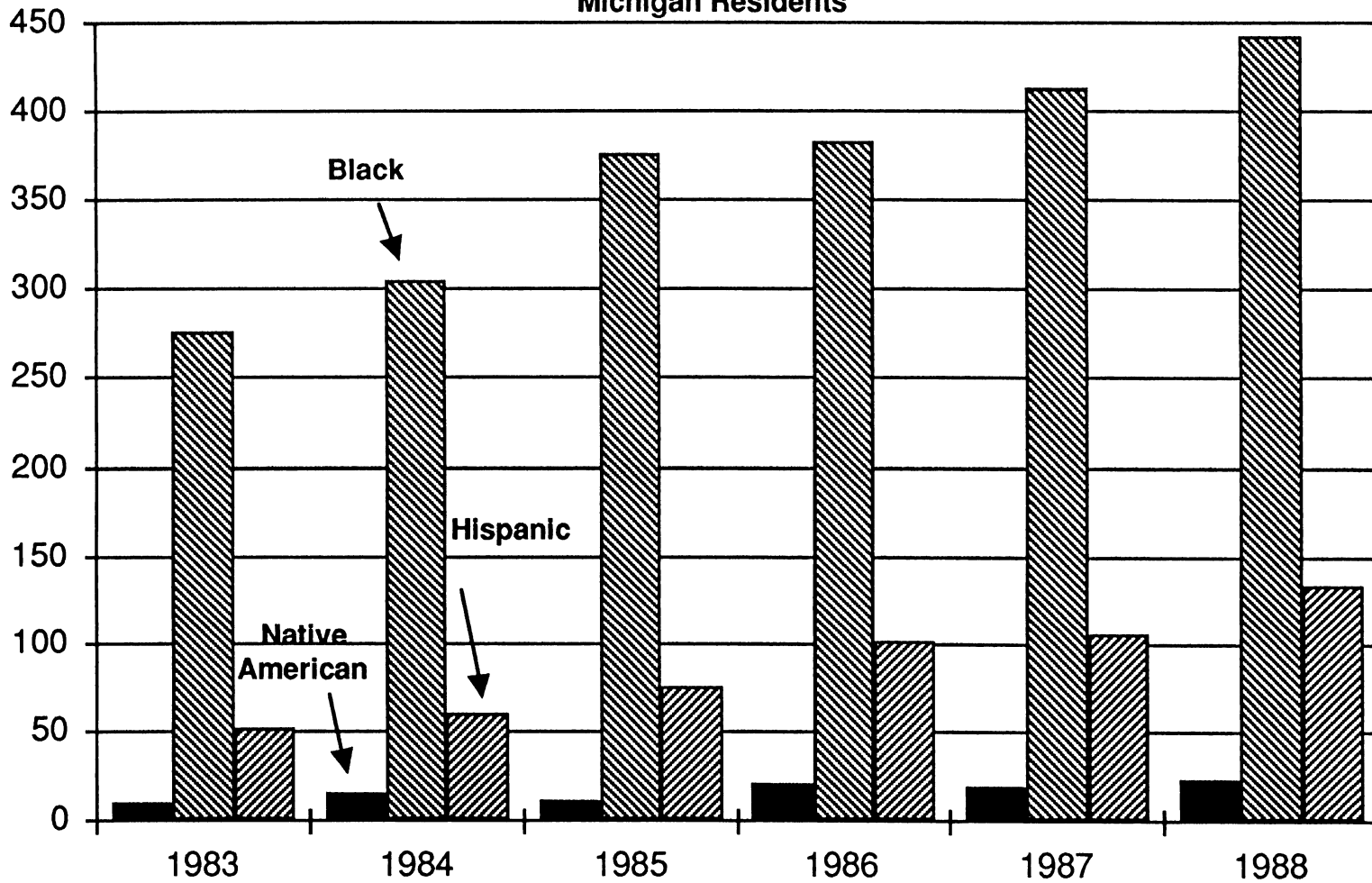
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New Freshman Admissions, All Terms Underrepresented Minority Students



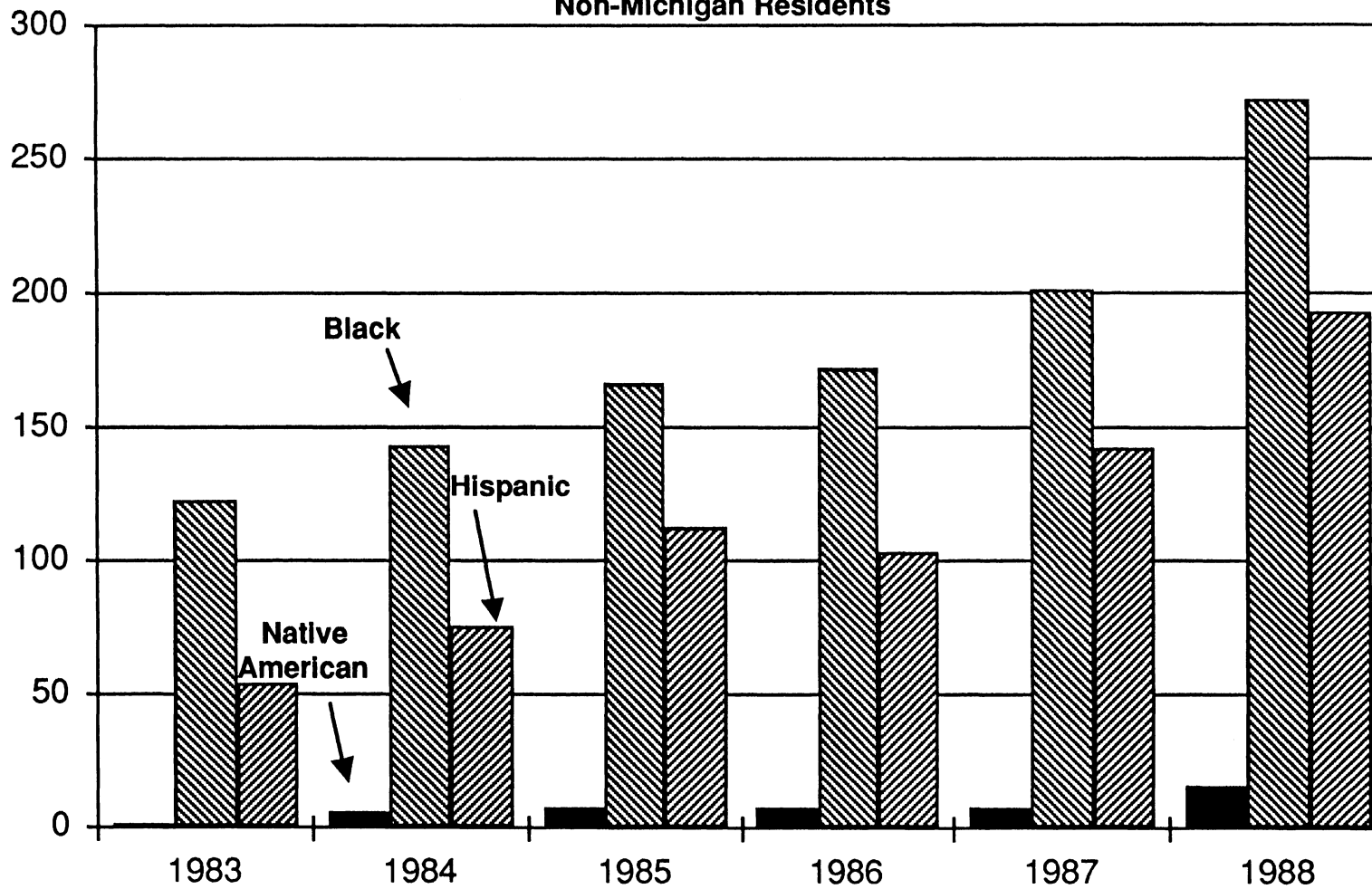
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New Freshman Admissions, All Terms
Underrepresented Minority Students
Michigan Residents



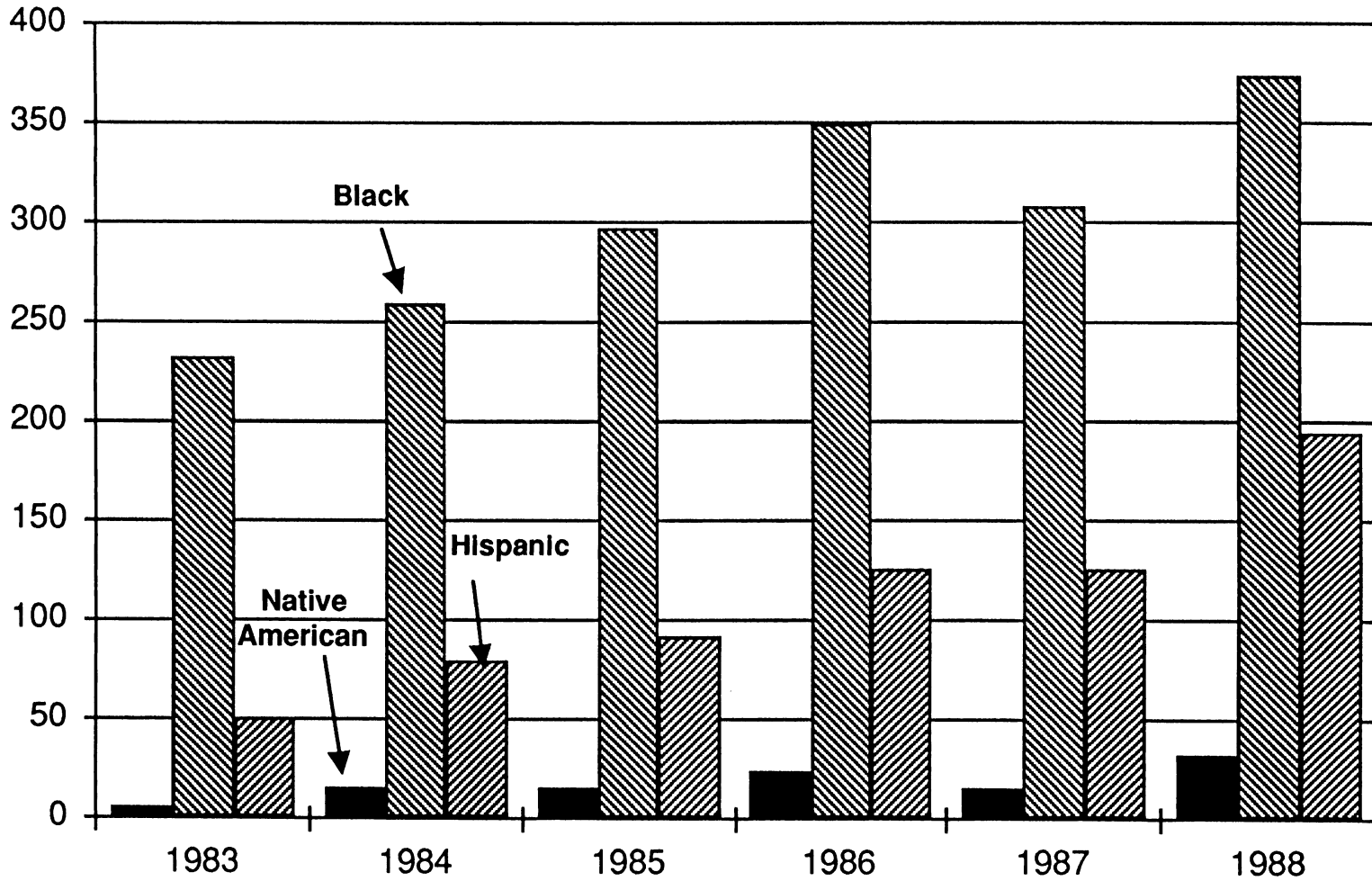
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**New Freshman Admissions, All Terms
Underrepresented Minority Students
Non-Michigan Residents**



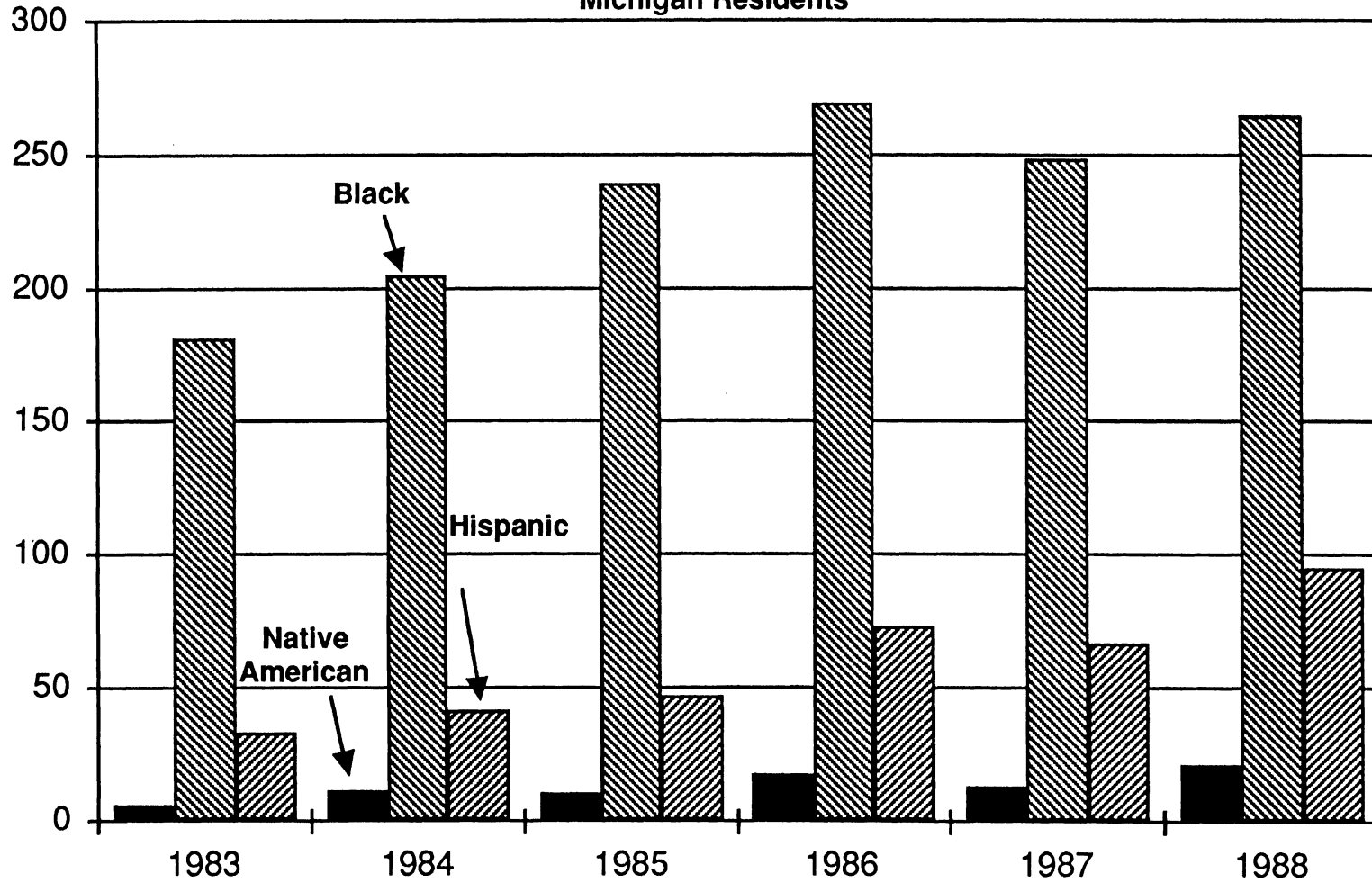
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New Freshman Deposits Paid, All Terms Underrepresented Minority Students



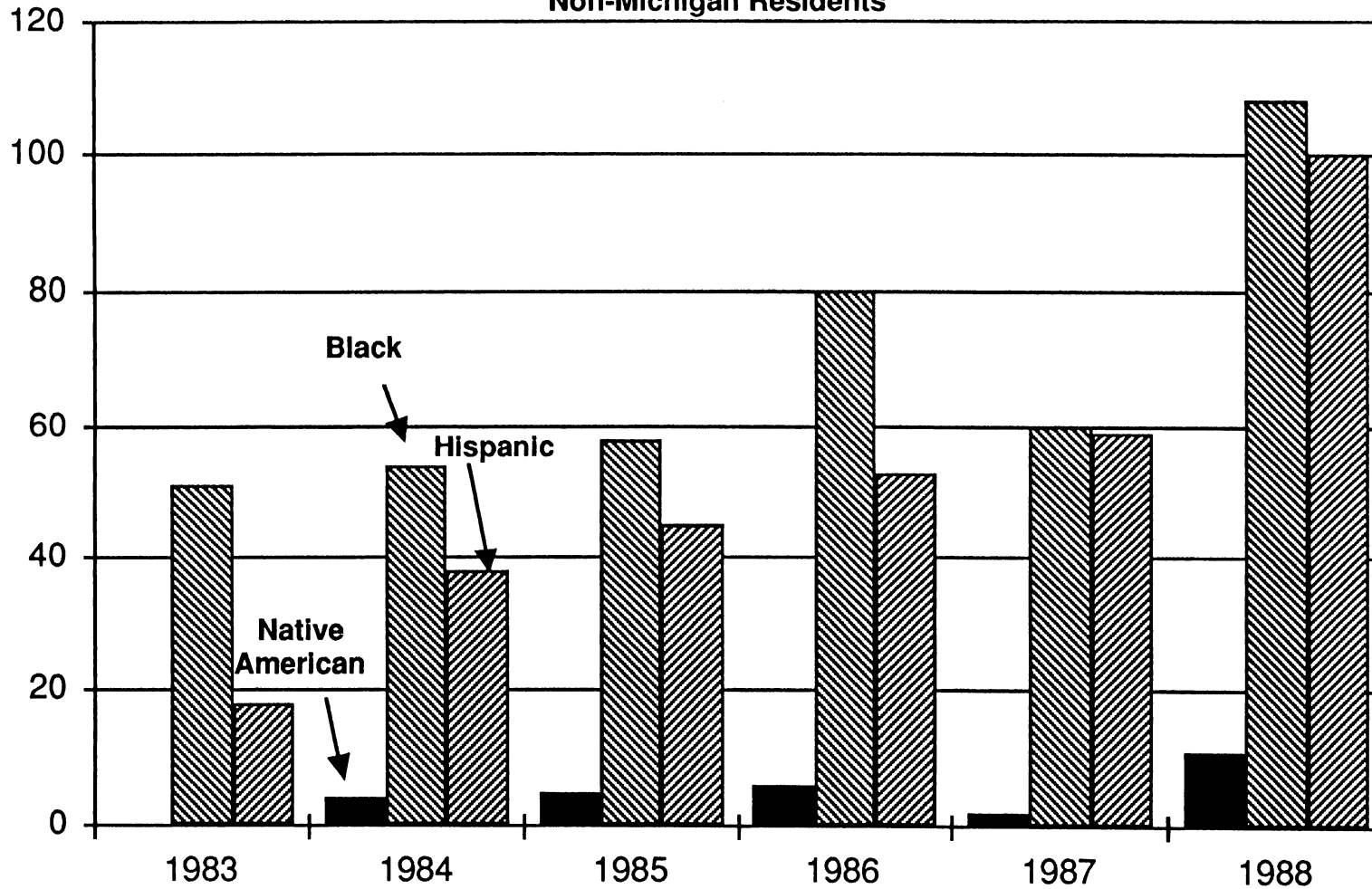
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New Freshman Deposits Paid, All Terms
Underrepresented Minority Students
Michigan Residents



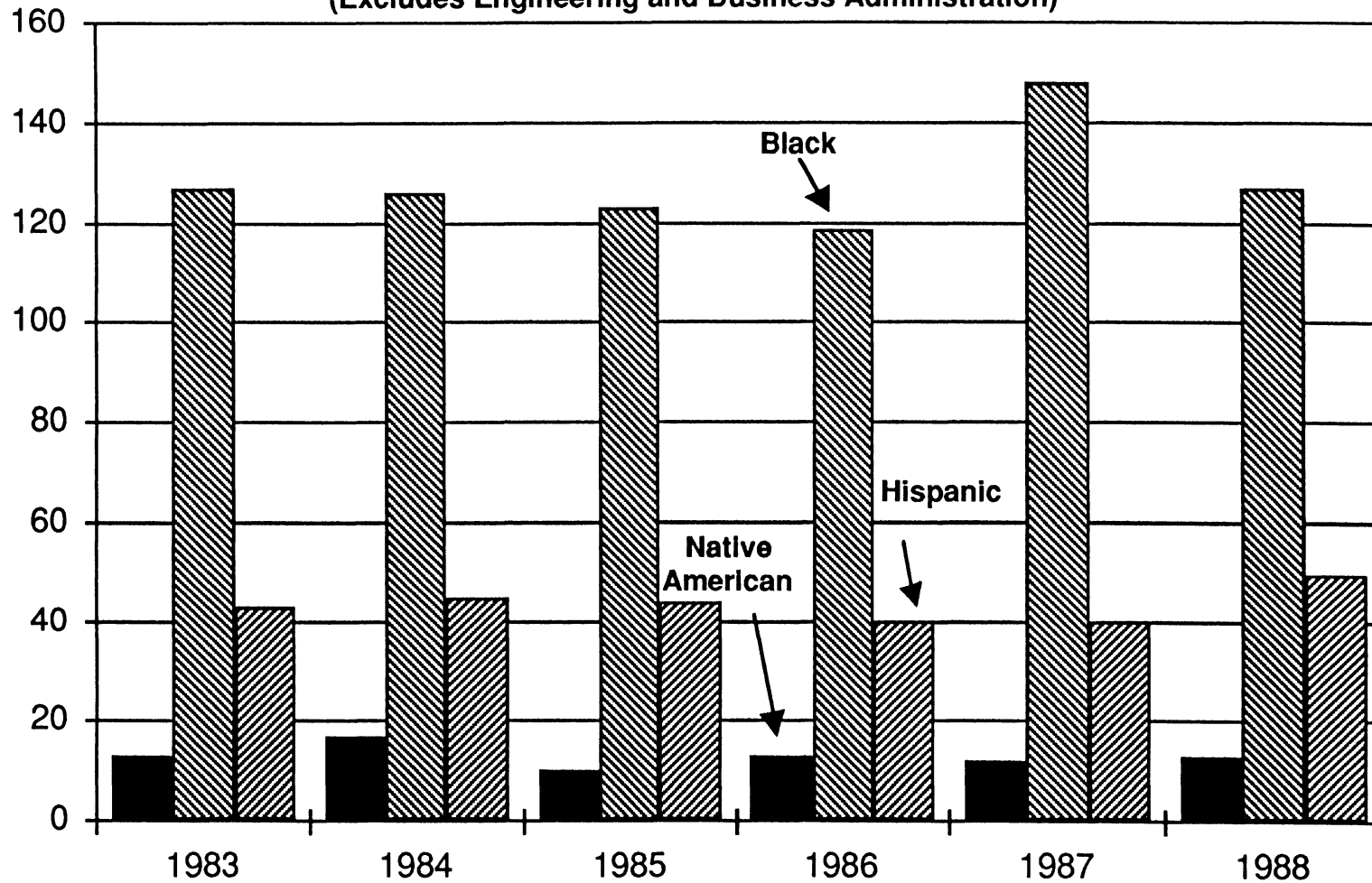
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New Freshman Deposits Paid, All Terms
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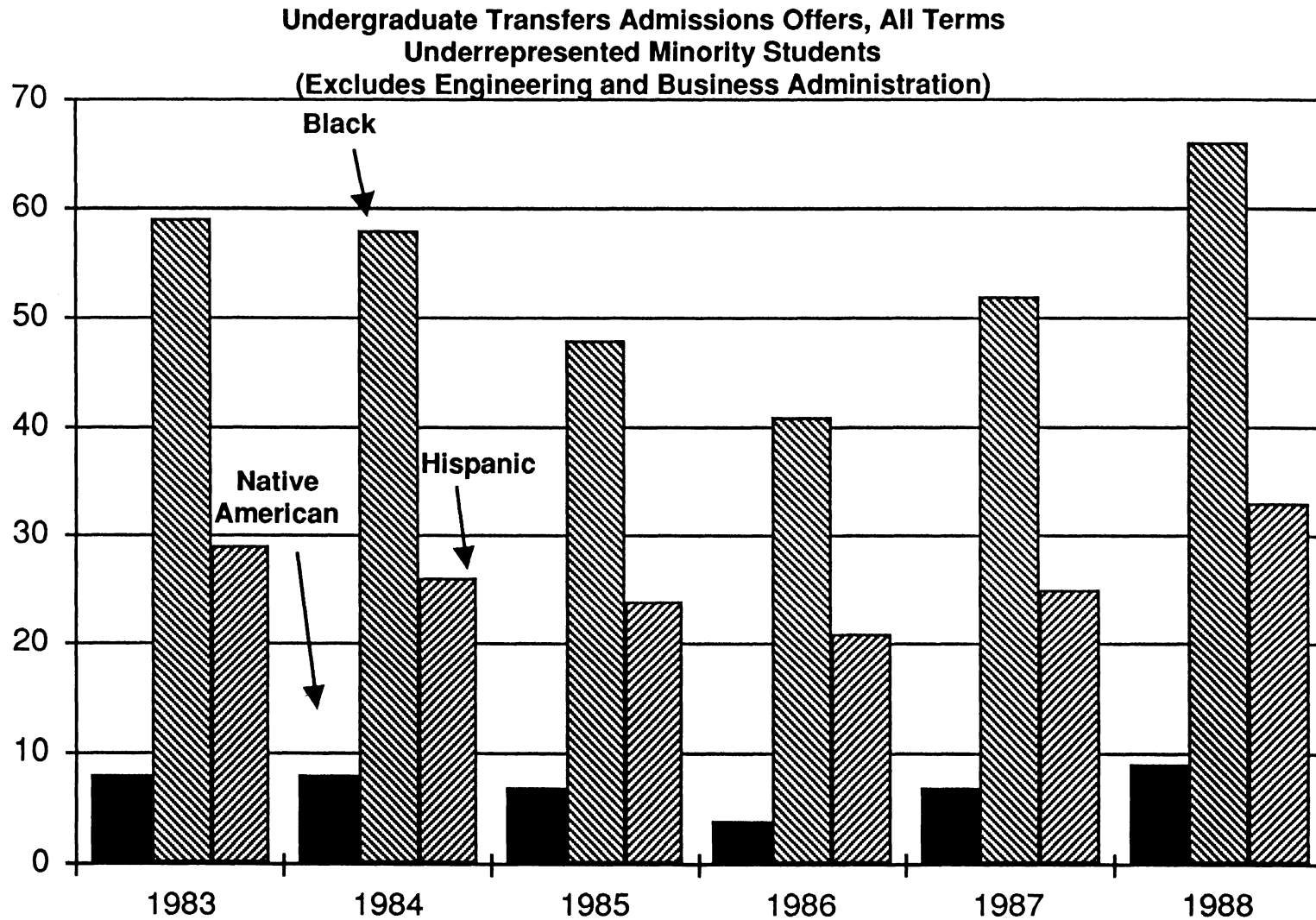


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Undergraduate Transfer Applications, All Terms
Underrepresented Minority Students
(Excludes Engineering and Business Administration)



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