



Diversity, Equity and Inclusion Strategic Plan Five-Year Strategic Objectives, Measures and FY21 Actions

I. Diversity Equity and Inclusion Strategic Plan: Overview

Diversity: The Department of Defense statement on Diversity:

We defend the greatest nation in the world – a democracy founded on the promise of opportunity for all. It is a nation whose demographic makeup parallels the environment in which we live – continually changing -- and DoD must change to maintain and sustain its future forces. To the degree we truly represent our democracy, we are a stronger, and more relevant force. The Department views diversity as a strategic imperative. Diverse backgrounds and experiences bring inherently different outlooks and ways of thinking, the key to innovation in organizations. We gain a strategic advantage by leveraging the diversity of all members and creating an inclusive environment in which each member is valued and encouraged to provide ideas critical to innovation, optimization, and organizational mission success.

In order to support these elements, DoD expands upon the definition of diversity in DoD Directive (DoDD) 1020.023 and defines diversity in a deliberately broad context, enabling us to fully include diversity in all the aspects that make us unique while still emphasizing the demographics that drive the future talent pool.

Diversity is all the different characteristics and attributes of the DoD's Total Force, which are consistent with our core values, integral to overall readiness and mission accomplishment, and reflective of the nation we serve.

Equity: ROTC and the University of Michigan strives to accomplish its mission by promoting an environment free from personal, social or institutional barriers that could prevent members from rising to their highest potential. Department of Defense policies are in place to ensure the organizations conduct their affairs free from unlawful discrimination and sexual harassment. The policies also provide for equal opportunity and treatment for all members irrespective of their race, color, religion, national origin, sex, or in the case of civilian employees, age and handicapping conditions except as prescribed by statute or policy.

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.

Rationale: The Officer Education Programs were established to develop Midshipmen and Cadets mentally, morally and physically and to imbue them with the highest ideals of duty and loyalty, and with the core values of honor, courage and commitment in order to commission college

graduates as officers who possess a basic professional background, are motivated toward careers



in the armed forces, and have a potential for future development in mind and character so as to assume the highest responsibilities of command, citizenship and government.

The OEP's diversity, equity, and inclusion end state is closely aligned with that of the Department of Defense. Our goal is to create a 21st-century culture that values diversity and inclusion as a readiness imperative and strives for representational diversity at all levels providing a competitive advantage in the war for talent.

II. Planning Process Used

Planning Lead(s): CPT James Yau (USA)

Planning Team: Work with all Officer Training Branches to ensure compliance

Planning Process Summary

- Annual Defense Equal Opportunity Climate Survey. This survey polls the unit population ranging from issues of sexual discrimination, harassment, and assault to gender and racial discrimination and beyond.
- As part of the survey, each OEP unit conducts annual focus groups and follow-up interviews. The analysis of each survey is conducted by a Command Assessment Team comprised of student, staff, and faculty representatives from the unit. The focus groups and follow-up interviews are conducted by individuals on a peer, or near peer basis with the constituency being analyzed. In addition, the survey provides unit demographics data.
- Student representatives for the Command Assessment Team provide valuable insight and contributions towards the planning team's overall plan of actions.
- The Defense Equal Opportunity Management Institute provides a thorough analysis of the unit climate survey. A unit assessment team comprised of representative faculty, staff, and students reviews the analysis and develops a plan of actions and milestones.
- The joint OEP planning team will meet every other month to develop strategies enhancing the diversity, equity, and inclusion within the unit. Furthermore, there are various weekly meetings between unit staff and students that promote greater community integration.
- We are subordinate to the DoD's Military Equal Opportunity Office. Diversity initiatives are set at the National level and flow down to specific branches of the armed forces. From those directives recruiting strategies and goals are distributed across the various branches. Achieving diversity goals and milestones are lauded at the highest levels.

Implementation Highlights

- Key takeaways from year four Air Force Recruiting initiative is that our efforts still have room to grow for diversity outreach events. We built relationships with local High School guidance counselors that need to be maintained, as well as grow in other areas—at schools still unvisited throughout Michigan. Our outreach efforts were proven successful and, as such, we have solidified another High School ROTC recruiter for FY21. We hope to use lessons learned to increase the effectiveness of our recruiter the next year. Part of this lessons learned campaign is the new data



collection we implemented. We are currently going through our recruiting events to find the most successful events for interest, and then cross-referencing them with who we obtained as committed candidates for our programs. The hope is that next year this information will allow us to better focus our limited resources.

- The NROTC is planning to engage the Detroit Sea Cadets and the Flint JROTC programs in order to host these units for special events such as drill competitions, physical training events, and familiarization tours. This is a normal course of action mandated by Naval Service Training Command that exposes junior students to the NROTC program. The NROTC will also continue cultivating the relationship with the Ann Arbor, Michigan Officer Selection Officer in order to develop plans of action that will increase NROTC awareness off campus. Furthermore, the NROTC will analyze opportunities to engage with students on campus through the various professional organizations through our public affairs officer. The NROTC also employs the Comprehensive Studies Program through the university to maintain our current student population. The NROTC also participates and will continue to participate in the "Bridge Program." These students are given naval scholarships, and this NROTC reaches out to each individual to identify and cultivate interest in the University of Michigan NROTC program. Most successfully, the NROTC hosted a Women in Naval Service Symposium in March 2019 that had over 140 people from around the country in attendance. The NROTC plans to host the Symposium again in March 2020.

III. Data and Analysis: Key Findings

Summary of Data

The Officer Education Program racial and gender demographics parallel that of the Department of Defense active duty officer corps. Compared to that of the University of Michigan, the OEP markedly over represents African Americans and under represents Asian Americans and women. Given this situation, there is an opportunity for the University of Michigan OEP to lead from the front and deliver a more capable and diverse corps of military leaders.

A common theme that kept coming up in our planning efforts is the relative inability to affect significant change at our level. Nearly every individual participating in the OEP, whether faculty, staff, or student, is selected at the federal level by the Department of Defense. Faculty and staff are assigned via government orders. Students are granted scholarships by national selection boards. Even non-scholarship students must eventually compete for continued enrollment at the national level. Furthermore, each service selects enlisted-to-officer program individuals through annual boards. Though the resulting pool may be diverse, each individual is free to apply for and attend the university with a ROTC of their choosing which has the potential to further skew the statistics of each service's sample at these specific ROTCs.

This last year, the Navy and Marine Corps implemented a strategic focus to reduce the number of 4-year scholarship students admitted to each Navy ROTC program. The objective is that non-scholarship students are to fill the void left by the reduction in 4-year scholarship students.



Those same non-scholarship students will then later compete for 2-year and/or 3-year scholarships. With this change in place, the Navy program will be in line with the other service OEPs where a greater number of non-scholarship students start the program and compete for scholarships after completing their freshman year. This change will encourage the Navy OEP to recruit more university freshmen and sophomore students to the program in a non-scholarship status.

Air Force ROTC currently stands at 1% American Indian/Alaska Native, 3% Asian, 6%, Black or African American, 5% Hispanic/Latino, 0% multi-ethnic, 1% unknown, and 83% white. Air Force ROTC is above USAF average with 27% female cadets, but still below the national recruiting goal.

Air Force ROTC is working at recruiting students starting earlier in high school. We have an additional staff member whose sole purpose is to recruit high school students. Additionally, we have demographic studies done by the DoD which stress SE Michigan as a prime location for diversity recruiting. Our initial efforts proved successful, so we will continue to work on focus areas of the state, while working to find additional areas for minority outreach efforts. Such as the below paragraph. We also need to focus on diversity retention.

The principal recommendation is for each respective OEP to participate in more and varied recruiting events around campus. The idea is to reach out to students who may not know that ROTC is an option. The emphasis of recruiting will revolve around the career opportunities that are available for a future military officer, both in and out of the service.

In order to address the strategy of Pathways for Conflict Resolution, the DoD has measures in place already that are available to all employees – students, military, and civilian. Each service has an instruction in place that covers equal opportunity matters (i.e., Navy: Office of the Chief of Naval Operations Instruction OPNAVINST 5354.1F, Air Force: AFI 36-2706). Every member of our unit receives annual training on equal opportunity and the ways in which to file a formal or informal complaint. **Our cadre members are trained to handle these complaints appropriately depending on whether it is formal or informal. Equal opportunity and sexual harassment/assault complaints are taken very seriously and special considerations are taken to ensure confidentiality and to ensure there is no reprisal against the victim.**

IV. Strategic Objectives, Measures of Success and Action Plans*

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

IV. A. Recruitment, Retention and Development

Undergraduate Students

Demographic that Leads the Diversity Efforts of DoD and Be More Reflective of the UM Population

Measures of Success: An increase in the demographic diversity of ROTC students over the five year period



FY21 Actions: Focus on Campus Freshman and transfer student fairs for outreach, as well as use cadet peer groups in order to attract key diversity candidates to the program.

FY21 Actions: Continue our FY 19 High School Recruiting efforts based on high schools with high percentages of minority students. **Utilize Gold Bar Diversity Recruiters to focus on minority high schools.**

FY21 Actions: Set up informational/recruiting displays around campus to get word out to the entire UM community on the career opportunities afforded to service men and women.

FY21 Actions: Increase the flexibility of our program so that it can accommodate organizations whose time commitments may otherwise prohibit them from joining ROTC, such as student athletes.

Primary DE&I Goal: Recruitment and Development. The strategic goals of the Department of Defense:

1. Defeat our Adversaries, Deter War, and Defend the Nation.
2. Sustain a Ready Force to Meet Mission Needs.
3. Strengthen and Enhance the Health and Effectiveness of the Total Workforce.
4. Achieve Dominant Capabilities through Innovation and Technical Excellence.
5. Reform and Reshape the Defense Institution.

In order to meet these objectives, the DoD needs to work to become a more diverse workforce, while providing equal opportunity for all demographics. Through enhanced recruiting efforts, UM Officer Education Programs will be at the leading edge in ensuring that our nation is prepared to meet the future challenges around the world. Creating a more diverse OEP community here at the University of Michigan will help develop our nation's future leaders and enable them to persevere in the ever changing global environment.

IV. B. Education and Scholarship

Faculty, Staff & Undergraduate Students

Enhance Diversity Training Already in Place

Measures of Success: No discrimination incidents and increased willingness of personnel to intervene if they come across DE&I insensitive situations.

FY21 Actions: Making mandated DoD training more engaging and interactive in order to promote a greater understanding amongst individuals.

FY21 Actions: Utilize impact training through the University to broaden perspectives outside of DoD training.

Primary DE&I Goal: The DoD has several yearly equal opportunity training requirements that are mandated for all OEP personnel. The training covers a wide variety of topics that fall within the purview of DE&I (i.e., bystander intervention, equal opportunity, sexual harassment, and



many others). OEP staffs will endeavor to make the training meaningful and memorable, allowing all individuals to understand how each one of them can help promote an equitable climate.

Educate our community on sexual and gender-based misconduct prevention in an effort to promote a safe and supportive environment for all members to work, learn, and thrive

Measures of Success: No discrimination incidents and increased willingness of personnel to intervene if they come across sexual harassment and misconduct situations.

FY21 Actions: Support unit-level participation in mandatory training

FY21 Actions: Utilize impact training through the University to broaden perspectives outside of DoD training.

FY21 Actions: Support central efforts to educate faculty, staff, and students on the new University of Michigan Policy on Sexual and Gender-Based Misconduct prevention ("umbrella policy").

FY21 Actions: Develop and socialize unit-specific value statements that align and reinforce the forthcoming university level values that promote culture and climate change consistent with both the Diversity, Equity & Inclusion, and Sexual and Gender-Based Misconduct Prevention work that is already underway.

Primary DE&I Goal: DoD mandates annual sexual harassment/assault training for all personnel. OEP staffs will endeavor to make the training meaningful and memorable, allowing all individuals to understand the importance of this and to promote an equitable climate. This year we will conduct impact training through the University to get an understanding of DEI training outside of the DoD. Our main effort is to educate our community on sexual harassment and misconduct prevention in an effort to promote a safe and supportive environment for all members to work, learn, and thrive. Our programs will continue to seek out opportunities from the University to broaden perspectives outside of DoD training.

Educate and promote pathways for conflict resolution.

Measures of Success: Conflicts are resolved at the lowest level when possible and victims are able to report issues without fear of reprisal.

FY21 Actions: Utilize chain of command effectively

FY21 Actions: Promote open door policy

Primary DE&I Goal: The DoD has a strict chain of command that is used when conflicts happen in the workplace. Depending on the severity of the conflict, certain levels of the chain of command can be skipped in case an individual is not comfortable with their first



line supervisor. All Commanders have an open door policy and anyone can go straight to the level they feel will handle their conflict appropriately. While it is encouraged to deal with issues at the lowest level by confrontation, that is not always the best solution. The PMS educates and promotes his open door policy to all cadre and students to ensure the pathway to conflict resolution is understood.

IV. C. Promoting an Equitable and Inclusive Community

Undergraduate Students

Continue to Emphasize OEP Community Involvement on Campus

Measures of Success: A 10% increase in non-scholarship enrollment in the OEPs.

FY21 Actions: Build fostering relationships with other units and organizations around campus (for example: SAPAC, Women's Crew Team, College of Engineering, etc.)

Primary DE&I Goal: Recruitment and Development. Taking a more proactive role in promoting an equitable and inclusive community will directly support our primary objective of increasing the overall diversity within OEP through recruitment. Immersing our unit into the campus community will develop relationships that will assist us in having a greater range of diverse experiences, as well as reaching a broader audience of students. Community involvement will play a pivotal role in educating our students and staff on the importance of a broad network and the value in making decisions based on multiple perspectives. In order to reform and reshape the defense institution, our students must learn to treat everyone as equals to promote an environment where success is defined by the quality of work and not the physical or biological make-up of the individual.

Promote positive women's culture in the military

Measures of Success: A 10% increase in women's participation overall.

FY21 Actions: Organize and conduct the Women in Naval & Air Force Service Symposium in order to promote awareness of women in military service.

Primary DE&I Goal: Taking a more proactive role in promoting an equitable and inclusive community will directly support our objective of increasing the overall participation of women within OEP.

Enhance diversity awareness in the workplace

Measures of Success: Everyone becomes more self-aware of the benefits of diversity.

FY21 Actions: Broaden cultural awareness through outside leader engagement in order to provide differing perspectives.

Primary DE&I Goal: Utilizing at least one of our leadership labs to incorporate a guest speaker to discuss personal diversity experiences will greatly increase self-awareness and understanding.



IV. D. Service

Faculty, Staff & Undergraduate Students

Engage students that are military veterans

Measures of Success: Veterans are able to engage with ROTC personnel, feel a sense of belonging and ease the transition from service member to student.

FY21 Actions: Open our doors to new students that are military veterans and assist them with integrating into the University and community.

Primary DE&I Goal: Assist the University with new students that are military veterans to orientate them to the campus.

Fulfilled by Strategies A,B,&C

Measures of Success: Meet the measures of Strategies A,B,&C

FY21 Actions: Devote efforts to ensure success of above strategies

Primary DE&I Goal: See above goals.

V. Goal-related Metrics

Diversity – Recruit a broader base of student to join the ROTC programs. This will allow us to develop a more diverse corps of future officers ready to meet the challenges of the global community. Increasing the overall number of ROTC students in the program will foster a more diverse environment, both demographically and experientially.

Equity – Ensuring that there is equal opportunity no matter your gender, race, color, religion, or sexual preference is of utmost importance. If we are unable to provide this culture, then we would have no business developing leaders for the 21st Century and beyond. Conducting regular reviews of the demographic make-up of those students holding key billets and earning awards will allow us to see if we are on the right track. Our student leaders and awardees should at a minimum reflect our unit demographically.

Inclusion – Allowing all of our staff and students to pursue their passions is essential to creating an inclusive environment. Encouraging students to engage other campus entities will generally help make OEP a more well-rounded organization. Additionally, it will enable us to recruit a more diverse student population; increasing our overall numbers and helping us develop officers for the future.



VI. Action Planning Tables with Details and

Accountabilities

VI. A. Recruitment, Retention and Development

Key Constituency	Strategic Objective	Measures Of Success	Detailed Actions Planned (measurable, specific)	Group/ persons accountable	Resources needed (if applicable)
Minority Groups	Demographic that Leads the Diversity Efforts of DoD	An increase in the demographic diversity of ROTC students over the five year period	<ul style="list-style-type: none"> - Focus on Campus Freshman and transfer student fairs for outreach, as well as use cadet peer groups in order to attract broadly diverse candidates to the program. - Focus on campus and utilize cadet peer groups to attract key diversity candidates -Continue high school recruiting efforts based on high schools with high percentages of minority students.using Gold Bar Diversity Recruiters -Utilize informational displays during campus events -Increase program flexibility to accommodate organizations with conflicting time commitments 	Respective service's (Army, Navy, Air Force) students in charge of recruiting and staff Recruiting Officers	

VI. B. Education and Scholarship

Key Constituency	Strategic Objective	Measures Of Success	Detailed Actions Planned (measurable, specific)	Group/ persons accountable	Resources needed (if applicable)



All Unit Members	Enhance Diversity Training Already in Place	No discrimination incidents	-Making mandated DoD training more engaging and interactive -Utilize impact training through the University to broaden perspectives outside of DoD training	ROTC Staff	
All Unit Members	Educate our community on sexual and gender-based misconduct prevention in an effort to promote a safe and supportive environment for all members to work, learn, and thrive	No discrimination incidents	-Support unit-level participation in mandatory training - Utilize impact training through the University to broaden perspectives outside of DoD training - Support central efforts to educate faculty, staff, and students on the new University of Michigan Policy on Sexual and Gender-Based Misconduct prevention ("umbrella policy"). - Develop and socialize unit-specific value statements that align and reinforce the forthcoming university level values that promote culture and climate change consistent with both the Diversity, Equity & Inclusion, and Sexual and Gender-Based Misconduct Prevention work that is already	ROTC Staff	



			underway.		
All Unit Members	Educate and promote pathways for conflict resolution	Conflicts are resolved at the lowest level when possible and victims are able to report issues without fear of reprisal	-Utilize chain of command effectively -Promote open door policy	ROTC Staff	



VI. C. Promoting an Equitable and Inclusive Community

Key Constituency	Strategic Objective	Measures Of Success	Detailed Actions Planned (measurable, specific)	Group/ persons accountable	Resources needed (if applicable)
OEP Staff/Student	Continue to emphasize OEP community involvement on campus	10% increase in non-scholarship enrollment	-Build fostering relationships with other units and organizations around campus (for example: SAPAC, Women’s Crew Team, College of Engineering)	Student Public Affairs Officer from each of the respective services (Army, Navy, Air Force)	
OEP Staff/Student	Promoting positive women's culture in the military	10% increase in all participant overall	-Organize and conduct the Women in Naval & Air Force Service Symposium in order to promote awareness of women in military service	NROTC and open invite to all services	
OEP Staff/Student	Enhance diversity awareness in the workplace	More self-aware to the benefits of diversity	-Broaden cultural awareness through outside leader engagement in order to provide differing perspectives	NROTC	

VII. D. Service



Key Constituency	Strategic Objective	Measures Of Success	Detailed Actions Planned (measurable, specific)	Group/ persons accountable	Resources needed (if applicable)
Military Veteran Students	Engage students that are military veterans	Veterans are able to engage with ROTC personnel, feel a sense of belonging and ease the transition from service member to student	Open our doors to new students that are military veterans and assist them with integrating into the University and community	ROTC Cadre	
ALL	Aligned with A, B, and C	See A, B, and C	- Devote efforts to ensure success of above strategies See A, B, and C	See A, B, and C	



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

Officer Education Programs understands that Diversity, Equity, & Inclusion are ever evolving, never ending processes. In order to maintain a vigilant posture in determining the equal opportunity health of our unit, we need to take opportunities to reflect on our areas for improvement and to analyze how efficient our initiatives have been and how applicable they will continue to be. These insightful junctures will allow us to develop new goals and metrics on our path to making OEP as strong as possible for the University and the nation.

The DE&I planning team will convene once a quarter to discuss how our objectives are faring. The team will discuss lessons learned, best practices, and new opportunities to further enhance our goal of developing a corporate culture that values diversity and inclusion as a readiness imperative. Additionally, the team will present on how each metric is being affected by our actions.

Annually, ROTC units will conduct separate command climate assessments to get real time feedback and snapshots of how we are being perceived by our own members. The data obtained from this will not only allow us to make instantaneous changes to any policies or procedures that may be in contrast to our equitable objectives but will also allow us to gather firm data as to how our metrics are progressing. From the quarterly meetings and these annual assessments, our DE&I planning team will have the tools necessary for navigating our diversity focus in the appropriate direction. Along with the buy-in and guidance from the upper echelon members of OEP, our aim is to greatly enhance the culture that we and the university strive for.