Diversity, Equity and Inclusion Strategic Plan
Five-Year Strategic Objectives, Measures and FY18 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): Kathleen Aalderink
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 fall under 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 one Air Force Recruiting initiative is that our efforts still have room to grow for diversity outreach events. We plan on using the current cadets to reach out within their peer groups within the college environment. Additionally, Air Force ROTC hired a full time High School Recruiter to focus on key areas within metro-Detroit that have been identified as recruiting “diversity hot spots”. Due to the nature of ROTC we are mandatory collectors of demographic data. We have added a couple fields of optional data collection in order to better understand what recruiting events were more successful at obtaining committed candidates for our programs.
The hope is that next year this information will allow us to better focus our limited resources on where they can prove the most impact.

- Navy Recruiting is engaging similarly to Air Force Recruiting. We have gained contact with the Detroit Sea Cadets in order to expose those individuals not normally aware of all opportunities available to the military as an option for higher education. We have developed a more personal relationship with the Michigan Officer Recruiter to provide career opportunities to UM students both in ROTC and outside of ROTC.

### 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 presents 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.

This last year, the Navy 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, 8% Asian (at National goal), 5%, Black or African American, 4% Hispanic/Latino, 0% multi-ethnic, 6% unknown, and 82% white. Air Force ROTC is above USAF average with 22% 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. A variety of proposed efforts are currently in the beginning stages.

The principle 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.

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.

FY18 Actions: Focus on High School Recruiting efforts based on identified diversity “hot spots” use cadet peer groups in order to attract key diversity candidates to the program, and continue FY17 outreach and recruiting efforts.

FY18 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. 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. Get involved with recognized student organizations on campus that reaches out to less represented high schools in the greater Detroit region.

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.
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.

FY18 Actions: Develop new methods to instruct diversity training within the unit in order to promote a greater understanding amongst individuals.

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.

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.

FY18 Actions: Build fostering relationships with other units and organizations around campus (e.g., 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 student. 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.

IV. D. Service

Faculty, Staff & Undergraduate Students
Officer Education Programs

Fulfilled by Strategies A,B,&C
Measures of Success: Meet the measures of Strategies A,B,&C
FY18 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

<table>
<thead>
<tr>
<th>Key Constituency</th>
<th>Strategic Objective</th>
<th>Measures Of Success</th>
<th>Detailed Actions Planned (measurable, specific)</th>
<th>Group/persons accountable</th>
<th>Resources needed (if applicable)</th>
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</table>
| Minority Groups     | Improve OEP demographics | Increase in the overall diversity of our unit | -Set up informational tents around campus at events such as Festifall, Winterfest, career fairs
-Set up recruiting tents on the Diag during peak traffic times
-Get word out to as many people possible about the opportunities OEP offers | Respective service’s (Army, Navy, Air Force) students in charge of recruiting and staff Recruiting Officers |                                |
### IV. B. Education and Scholarship

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<tr>
<td>All Unit Members</td>
<td>Enhance awareness of the sensitivities of all types of demographics</td>
<td>No discrimination incidents</td>
<td>-Making mandated DoD training more engaging to promote a more comprehensive understanding of equal opportunity</td>
<td>Unit Staff Members</td>
<td></td>
</tr>
</tbody>
</table>

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

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<td>OEP Students</td>
<td>Further immerse OEP in the campus community</td>
<td>10% increase in non-scholarship enrollment</td>
<td>-Create opportunities for both ROTC students and other recognized student organizations to interact and gain a different perspective</td>
<td>Student Public Affairs Officer from each of the respective services (Army, Navy, Air Force)</td>
<td></td>
</tr>
</tbody>
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### IV. D. Service

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Officer Education Programs

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.