Diversity, Equity and Inclusion Strategic Plan
Five-Year Strategic Objectives, Measures and FY18 Actions

I. Diversity Equity and Inclusion Strategic Plan: Overview

From being one of the first universities to admit women in 1870 to our historic defense of race conscious admission policies at the U.S. Supreme Court in 2003, the University of Michigan has had a fierce and longstanding commitment to diversity, equity and inclusion. This commitment rests upon our recognition of the history in the United States of racial, ethnic, and gender discrimination as well as our appreciation that our progress as an institution of higher learning will be enhanced with a vibrant community of people from many backgrounds.

Launched in November 2009, the Confucius Institute of the University of Michigan (CIUM) promotes the understanding of Chinese arts and cultures on the U-M campus in Ann Arbor and its vicinities, reaching out to a wide range of people from diverse backgrounds, including students, faculty, staff, and other community members. CIUM is a critical part of the University’s efforts to advance the arts in its internationalized educational programs and to bring cultural diversity to the U-M campus and beyond.

To foster informed and creative dialogues by artists, scholars, students, and community members, CIUM presents to the U-M and Ann Arbor communities a diversity of Chinese artistic activities and expressions, which include, for example, performances of traditional and contemporary music and theatre, exhibitions of paintings, calligraphy and other visual arts by contemporary artists, international and interdisciplinary conferences, and multinational and multi-generational comparisons of world arts and cultures.

In pursuit of these aims, CIUM actively invites Chinese artists and scholars to visit Ann Arbor, and occasionally sends U-M faculty and students to China for direct engagements with their Chinese counterparts. Many CIUM events have diversity, equity, and inclusion messages embedded. For example, Gu Jiani’s talk on “Gender, Queerness, and Female Sexuality in Chinese Contemporary Dance” in Sept 2015 references LGBT developments in China, and Hanggai’s performance of Mongolian folk-rock music in 2016 indexes global discourses on ethnicity, hybridity, popular culture, and subaltern voices.

From the onset of the Diversity, Equity, and Inclusion strategic planning process, it was clear that all of the planning domains, and especially the third planning domain, resonated with the CIUM staff: 1) recruitment, retention, and development, 2) education and scholarship, 3) promoting an equitable, inclusive environment, and 4) service. Because promoting an equitable, inclusive environment is such an important aspect of the Confucius Institute operations and
promoting intercultural interactions among the U-M community is the core of the CIUM mission, the Confucius Institute does not charge for most of its events. There is a strong culture within the Confucius Institute team to promote all activities widely and limit participation barriers so students, faculty, staff, and Ann Arbor community members feel welcomed. The Confucius Institute at this time does not have enough quantitative data that identifies its stakeholders, namely student, faculty, staff, and non-UM community member participants of CIUM events. Confucius Institute staff acknowledges that in order to better promote an equitable and inclusive environment, we first have to obtain better participation data and to engage our stakeholders in a personal, open manner to get honest, useful feedback. This strategic plan is fashioned to rectify this knowledge gap in a systematic and sustainable manner, and the following aspects of the President’s Diversity Charge have specifically guided the work:

**Values**

- We must act with deliberateness and humility as we seek to respect and leverage diversity, ensure equity, and promote inclusion.
- We must examine and learn from the outcomes of our past efforts and work to improve them.
- We must act on our commitment, in accordance with the law, to contribute to a just society and to affirm the humanity of all persons.

In terms of “deliberateness and humility,” the CIUM staff put humility at the forefront of its conversations by acknowledging that good programming can be better programming through regular assessments and engaging stakeholders in focus groups. Through these assessments and engagements, the CI staff can gain the necessary stakeholder input to redefine and meet its mission in a deliberate manner. These principles of deliberateness and humility have defined the CI goals for diversity, equity, and inclusion planning.

**Goals**

**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 overarching purpose of the Confucius Institute Diversity, Equity, and Inclusion Planning
team is to identify the CI community’s diversity profile and views as they relate to CI initiatives
as they related to the four DE&I domains: Retention Recruitment, Inclusive Climate, Education
and Scholarship, and Service. The team will evaluate stakeholder views in terms of supporting a
diverse audience, allowing for equitable and inclusive participation, and providing meaningful
and welcoming intercultural opportunities in order to strengthen CI activities as well as explore
new initiatives. These goals have defined the CIUM team’s specific charge:

1. Develop an engaged process that generates a collective commitment from the
   constituents of their school, college or unit.

2. Conduct and provide a comprehensive evaluation of where they are as a unit with
   respect to:
   (a) how diverse they are as a community;
   (b) the degree to which individuals experience the University as inclusive; and
   (c) whether individuals have equitable opportunities to be successful.

3. Within the constraints of the law, propose specific, achievable and sustainable short-
   medium- and long-term goals and actions to enhance diversity, equity and inclusion
   with specific timetables for execution.

4. Identify resources and points of accountability for achieving the designated goals.

5. Identify steps to ensure that the plan they develop is regularly reviewed and updated to
   reflect both progress towards their goals and any newly identified opportunities and
   challenges.

II. Implementation Highlights and Planning Process Used

Planning Leads:
Co-Lead: Joseph Lam, Professor of Musicologist/ Director of the Confucius Institute (jsclam)
Co-Lead: Jiyoung Lee, Assistant Director of Communications and Marketing (jiyoungl)

Planning Team:
Student Members: Chuyi Zhu: chuyizhu@umich.edu
Linwei Zhang.linwei@umich.edu
Faculty Members: Tiffany Ng: tifng@umich.edu
Emily Wilcox ewilcox@umich.edu and Robert Adams robadams@umich.edu.
Community Member: Felix Chow: felixhchow@gmail.com

**Planning Process Summary**

Based on the original 5-Year Strategic Plan submitted in 2016, CIUM has revised its plan that focuses only on a limited number of actionable, realistic items within the current budget and staff structure. CIUM has only two staff full members (2 FTE) and a half-time business administration staff (0.5 FTE) from the Provost Office; therefore, the unit was advised to focus on its current program that complements the University’s DEI mission instead of creating a separate DEI program.

**III. Data and Analysis: Key Findings**

A short survey to get audience’s demographic information was developed and was distributed to those who made reservations via CIUM created online survey form. 479 responses were collected from the audience members of 4 major events during AY 17. The main purpose of this survey is to find out how diverse CIUM’s current audiences are and whether CIUM is reaching out to all constituents: students, faculty, staff, and community members. The survey questions included the following: 1) What is your affiliation to the University of Michigan? 2) What aspects of the CIUM are most interesting to you? (multiple choice questions) 3) What is the main reason you attend CIUM events? (multiple choice questions) 4) How do you self-identify (multiple choice questions)?

The results showed that CIUM’s audience is mainly Asian and White, and it is composed of all four constituents proportionally. The majority of the audience members were Asian (65%) and White (27%); 67% of the Asians identified themselves as Chinese. Our events were attended by all four constituents proportionally. Students - 27.94%, Faculty 15.99 %, Staff 11.42%, Community - 24.81%. Faculty and staff numbers are lower than the other two constituents; it is a natural result considering the number faculty and staff at U-M. Additional findings from this survey were 1) majority of respondents said they are most interested in “Chinese music and opera performances” (35.26%), and the majority of respondents (46.14%) said the reason they are attending “It increases my knowledge of Chinese culture.” This is a positive response because CIUM’s strength and focus have been on Chinese music performances.

One important finding from this survey is that the majority of the audience was mostly Asian and White, showing very little representation from other ethnicities. This is an area our unit will need to work on, reaching out to groups that are not heavily Asian or White. Two action items have been added to Year 2 (AY 18) to reach out to other minority groups.
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.

A. Recruitment, Retention and Development
B. Education and Scholarship
C. Promoting an Equitable and Inclusive Community
D. Service

A. Recruitment, Retention and Development
Objective 1: When hiring new staff, temp, and student assistants, CIUM will revamp job posting and interviewing practices to maintain a team of staff members that is diverse.

Measures of Success:
- Increase awareness of CIUM’s commitment to diversity, equity and inclusion among staff.
- Increase number of diverse applicants in applicant pools.

**FY17 Action Plans:**
- Create a CIUM DEI statement and printable statement flyer.
- Create a CIUM DEI online page.

**FY 17 – 21 (ongoing items)**
- Post CIUM’s DEI statement on various location including CIUM website and CIUM job postings.
- Post job openings on a diverse range of websites, such as Diversity Abroad or Secuss-L.
- Invite on-campus partners into the interview selection process.
- Continue to hire our team in an equitable manner that does not discriminate.
- Create one interview question related to an appreciation for a diverse, equitable, and inclusive environment.

**Primary DE&I Goal:** Inclusion
**Other applicable domain:** Promoting an Equitable and Inclusive Community
**Vital Strategy:** Recruitment
**Stakeholders:** Staff
**Group Persons/Accountable:** HR
**Resources Needed:** No

**Objective 2:** Foster a work environment that promotes staff’s equal opportunities for professional development.

**Measures of Success:**
- Increase awareness of promotion and education opportunities at CIUM.
- Increase number of staff’s career advancement activities at CIUM.

**AY17 Action Plan:**
- Promote development opportunities to all staff members, regardless of background or identity by incorporating development opportunities into annual objectives and discussing opportunities at staff meetings.

**AY18 Action Plan:**
- Discuss career advancement objectives and development opportunities during annual work planning meetings.

**Primary DE&I Goal:** Diversity and Inclusion
**Other Applicable Domain:** Promoting an Equitable and Inclusive Community
**Vital Strategy:** Career Advancement
Stakeholders: Staff  
Group Persons/Accountable: Joseph Lam  
Resources Needed: Budget may be needed.

Objective 3: Encourage staff to pursue development opportunities to improve their diversity skills.

Measures of Success:
- CIUM staff’s participation in at least one cultural/ intercultural communication activity on or outside the campus.  
- CIUM staff includes diversity skills as part of their work plan objectives.  
- Increased number of DEI workshops offered for the entire staff.

AY18 Action Plan:
- Ask staff what educational opportunities they would like to partake in so that they can build cultural sensitivity and intercultural communication skills on their own terms. A great time to do this is when creating annual objectives during work planning.
- Encourage staff to take desired courses offered by HRD and LPD, which will help staff to feel competent when discussing diversity issues such as “Intercultural Training” or “Crucial Conversations.”
- Offer development opportunities that encourage staff to think about the CIUM mission and programming in terms of diversity, equity, and inclusion.

Primary DE&I Goal: Inclusion  
Other Applicable Domain: Promoting an Equitable and Inclusive Community  
Vital Strategy: Diversity Skills  
Stakeholders: Staff  
Group Persons/Accountable: Joseph Lam  
Resources Needed: No

Objective 4: Make diversity, equity, and inclusion a regular part of the CIUM planning process.

Measures of Success:
- Critically analyze the survey results among key stakeholders, such as among staff and among students, faculty, and community members.

AY18 Action Plan:
- Present the data gathered from the 2016 and 2017 events and focus groups.  
- Bring in an outside facilitator to guide discussions of this data and to do a SWOT or other exercise to help staff think about this information critically. The goal of this exercise would be to determine whether CIUM is meeting their target audience and to determine the effectiveness of CIUM programming.
Primary DE&I Goal: Diversity and Inclusion
Other Applicable Domain: Service and Promoting an Equitable and Inclusive Community
Vital Strategy: Climate enhancing activities
Stakeholders: Staff, Students, U-M Faculty, and Community Members
Group Persons/Accountable: Jiyoung Lee
Resources Needed: No

Objective 5: Create clear pathways for conflict resolution.
Measures of Success:
- Increased awareness and understanding of the University policies and procedures on conflict resolution.
- Ensure all conflicts are handled and resolved fairly in a timely matter.

AY17 - Action Plan:
- Review the University’s Diversity, Non-discrimination and Conflict Resolution Policy and Procedure in the University SPG.

AY17 - 21 Action Plan:
- In case of a conflict, consult with the Office for Institutional Equity, and then follow the established university policy.

Primary DE&I Goal: Inclusion
Other Applicable Domain: Promoting an Equitable and Inclusive Community
Vital Strategy: Conflict Resolution
Stakeholders: Staff
Group Persons/Accountable: Jiyoung Lee
Resources Needed: No

B. Education and Scholarship

Objective: Build a stronger sense of community among stakeholders who are involved with CIUM activities.

Measures of Success:
- Host at least one event that promotes understanding of minority groups and different cultures and perspectives.
- Increase opportunities for CIUM stakeholders to interact.

AY18 Action Plan:
- Build CIUM events calendar in a way that highlights various groups (LGBT Center, non-Han ethnicities, etc.) from China.

**Primary DE&I Goal:** Diversity and Inclusion  
**Other Applicable Domain:** Service and Promoting and Equitable and Inclusive Community  
**Vital Strategy:** Climate Enhancing  
**Stakeholders:** Students, U-M Faculty, and Community Members  
**Group Persons/Accountable:** Joseph Lam  
**Resources Needed:** No

C. **Promoting an Equitable and Inclusive Community**

**Objective:** Present print and electronic resources to be inclusive to students with disabilities.

**Measures of Success:**
- Increase resources that can be used by students with varying learning styles and disabilities.
- Modify one resource per year until complete.

**AY17 - AY19 Action Plan:**
- Meet with Services for Students with Disabilities office to discuss methods to reach students who are hearing and visually challenged, as well as discuss how certain advertising forms can reach students with varying learning styles (visual, oral, kinesthetic, etc.).
- Create a list of resources that need to be modified.
- Prioritize resources that need to be modified.
- Create a calendar to modify one resource per year.

**Primary DE&I Goal:** Diversity and Inclusion  
**Other Applicable Domain:** Service and Promoting and Equitable and Inclusive Community  
**Vital Strategy:** Recruitment  
**Stakeholders:** Students, U-M Faculty, and Community Members  
**Group Persons/Accountable:** Jiyoungr Lee  
**Resources Needed:** No

D. **Service**

**Objective:** Increase the diversity of CIUM participants.

**Measures of Success:**
- Increase number of CIUM participants who belong to diverse backgrounds on campus (gender, ethnicity, nationality, students with disabilities, home college, student orgs / groups, etc.).
- Establish refined outreach strategies to engage various types of individuals, colleges, and student groups on campus

**AY17 Action Plan:**
- Follow focus group advice, and identify groups of students through Student Organization and Resource Center (SORC) that could bring a different perspective to discussions at CIUM events. e.g. a recognized student organization whose mission is intended to support Chinese graduate students who do not have many interactions with local American students or perhaps recognized student organizations or groups who do not normally interact with students who attend Chinese culture events.
  Build on 2016 success of surveying those who RSVP for CIUM events. Work with CIUM staff and with non-CIUM area experts to fine-tune the questions for future surveys. Use this survey to gather longitudinal data to better understanding CIUM participants, which can better inform outreach planning.

**AY 18 Action Plan:**
- As an effort to reach out to non-Chinese student groups, send out event invitations to student organizations who identify themselves “cultural/ethnic.”
- Reach out to Multi-Ethnic Student Affairs and find ways to contribute to their existing program such as “Asian/Pacific Islander American Heritage Month” and “Nourish Lunch Series.”
- Continue to offer free programming so that learning about culture and being a part of the Confucius Institute community is not cost prohibitive.
- Integrate Chinese programming with other cultural / diversity events on campus, such as during Martin Luther King week, during Black history month, or others.

**AY17 - AY 19 Action Plan:**
- Redefine outreach strategies incorporating CIUM participant data and focus group advice.
- Invite on-campus partners to co-sponsor such events to reach new audiences and create the possibilities of new interactions among student groups who may not otherwise have met each other

**Primary DE&I Goal:** Diversity and Inclusion
**Other Applicable Domain:** Service and Promoting and Equitable and Inclusive Community
**Vital Strategy:** Recruitment
**Stakeholders:** Students, U-M Faculty, and Community Members
**Group Persons_Accountable:** Joseph Lam
Resources Needed: Budget for expanded activities

Objective: Highlight DE&I components in CIUM programming and collecting data to demonstrate diversity of content in programming.

Measures of Success:
- Have a system for coding each event for the past 5 years based on their diverse elements, for example the codes can include “Pro Feminist,” “LGBT,” “Non-Han Cultures in China.”
- Have a report detailing current and past events based on their diversity element.

AY 18 Action Plan:
- Create a system for coding each event for the past 5 years based on their diverse elements, for example the codes can include “Pro Feminist,” “LGBT,” “Non-Han Cultures in China.”
- Have a report detailing current and past events based on their diversity elements.

Primary DE&I Goal: Diversity and Inclusion
Other Applicable Domain: Service and Promoting and Equitable and Inclusive Community
Vital Strategy: Recruitment
Stakeholders: Students, U-M Faculty, and Community Members
Group Persons/Accountable: Jiyoung Lee
Resources Needed: Budget for expanded activities

V. Goal-related Metrics – School, college or unit measures tracked over time

University wide Metrics:
With regard to the three goals of the Strategic Plan, the university will track and publish overall metrics relating to the three goals. Items under discussion for these university-wide, goal-related metrics:

Diversity: makeup of freshman class, diversity of faculty at all levels, diversity of staff, diversity of workforce overall, diversity of students overall, completion rates for all students at all levels.
Equity: # reported incidents, reports on adverse impacts.
Inclusion: results on UM climate measures of faculty, staff and students.

Confucius Institute Metrics

Diversity: Makeup of staff and of event participants.
**Equity:** Provide staff with the same development opportunities. Continue to offer programming that are free from participation barriers.

**Inclusion:** Create improved metrics to measure programming learning outcomes, especially those learning outcomes that encourage cultural discussions. Having a wide range of participants (community members, faculty, and students) on an advisory committee so that there is a feedback mechanism for the CIUM to get feedback from its stakeholders. Create a welcoming environment where each participant/staff’s inputs are valued and where each all constituents feel they are part of the CIUM AND U-M community, instead of being on the outside looking in.
VI. Action Planning Tables with Details and Accountabilities

VI. A. Recruitment, Retention and Development

<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>
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</table>
| Staff            | Reestablish job-posting and interviewing practices | - Increase awareness of CIUM’s commitment to diversity, equity and inclusion among staff. | - Create a CIUM DEI statement and printable statement flyer. (AY17)  
- Create a CIUM DEI online page. (AY17)  
- Post CIUM’s DEI statement on various location including CIUM website and CIUM job postings. (ongoing)  
- Post job openings on a diverse range of websites, such as Diversity Abroad or Secuss-L. (ongoing)  
- Invite on-campus partners into the interview selection process. (ongoing)  
- Continue to hire our team in an equitable manner that does not discriminate. (ongoing)  
- Create one interview question related to an | Jiyoung Lee | No |
| Staff | Foster a work environment that promotes staff’s professional development. | - Increase awareness of promotion and education opportunities.  
- Increase number of staff’s career advancement activities. | - Promote development opportunities to all staff members, regardless of background or identity by incorporating development opportunities into annual objectives and discussing opportunities at staff meetings. (AY17)  
- Discuss career advancement objectives and development opportunities during annual work planning meetings. (AY18) | Joseph Lam | No |
|-------|---------------------------------------------------------------------|-----------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|------|
| Staff | Encourage staff to pursue development opportunities to improve their diversity skills. | - Have CIUM staff participate in at least one cultural/intercultural communication activity on or outside the campus.  
- Have CIUM staff include diversity skills as part of their work plan objectives.  
- Offer more | - Ask staff what educational opportunities they would like to partake in so that they can build cultural sensitivity and intercultural communication skills on their own terms. A great time to do this is when creating annual objectives during work planning. (AY18)  
- Encourage staff to take desired courses offered by HRD and | Joseph Lam | }

| August 21, 2017 | Page 14 |
| Staff, Students, Faculty, and Community members | Make diversity, equity, and inclusion a regular part of the CIUM planning process. | workshops for the entire staff. LPD, which will help staff to feel competent when discussing diversity issues “Intercultural Training” or “Crucial Conversations.” (AY18)  
- Offer development opportunities that encourage staff to think about the CIUM mission and programming in terms of diversity, equity, and inclusion. | Jiyoungh Lee | No |
| - Critically analyze the survey results among key stakeholders, such as among staff and among students, faculty, and community members. | - Present the data gathered from the 2016 and 2017 events and focus groups. (AY 18)  
- Bring in an outside facilitator to guide discussions of this data and to do a SWOT or other exercise to help staff think about this information critically. The goal of this exercise would be to determine whether CIUM is meeting their target audience and to determine the effectiveness of CIUM programming. (AY18) |
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- Increase opportunities for CIUM stakeholders to interact.

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<td>Jiyounng Lee</td>
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- Reach out to Multi-Ethnic Student Affairs and find ways to contribute to their existing program such as “Asian/Pacific Islander American Heritage Month” and “Nourish Lunch Series.” (AY18)

- Build on 2016 success of surveying those who RSVP for CIUM events. Work with CIUM staff and with non-CIUM area experts to fine-tune the questions for future surveys. Use this survey to gather longitudinal data to better understanding CIUM participants, which can better inform outreach planning. (AY 17)

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- Redefine outreach strategies incorporating CIUM participant data and focus group advice. (AY 17-19)

- Invite on-campus partners to co-sponsor such events to reach new audiences and create the possibilities of new interactions among student groups who may not otherwise have met each other. (AY 17-19)

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

**Plans for Supporting the Strategic Plan:**

1. The revised draft of the strategic plan Year 2 will be brought before the Director of the Confucius Institute, Dr. Joseph Lam and James Holloway.
2. A plan approved by Dr. Lam will be brought before the Confucius Institute staff for feedback. The action plans are to be revised if needed.
3. The Provost Office provided $2000 to support the CIUM DEI activities during AY 1. This fund will be used as necessary for DE&I related events/meetings.

**Plans for Tracking and Updating the Strategic Plan:**

1. Jiyoung will check in with Joseph Lam (DEI co-lead) regularly to provide updates and to ask for support if needed.
2. Jiyoung will provide DEI Progress Report to the leadership once each year.
3. Revise action plans as necessary to remain on track with the timeline below:
   a. **2016-2021 Planning Timeline**
      - **July-September, 2017** – Assess and Report on Progress on Year One, Clarify FY18 Goals
        
        Begin Year Two implementation
   
   b. **July-September, 2018** – Assess and Report on Progress, Clarify FY19 Goals
      Begin Year Three implementation

   c. **March-May, 2019** – “Mid-term Campus-wide Progress Review”
      Assess and report on progress against plans
      Create Mid-term U-M Report

   d. **July-September, 2019** – Assess and Report on Progress, Clarify FY20 Goals
      Begin Year Four implementation

   e. **July-September, 2020** – Assess and Report on Progress, Clarify FY21 Goals
      Begin Year Five implementation

   f. **March-May, 2021** – Evaluate Progress against Five Year Plan
      Assess progress against plans at School/College/unit Level,
      Roll up to Summary U-M Report on Progress