

Confucius Institute

Diversity, Equity and Inclusion Strategic Plan Five-Year Strategic Objectives, Measures and FY17 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)

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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 any 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

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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. Planning Process Used

Planning Leads:

Co-Lead: Patrick Morgan, Office of the Provost (morganpt)

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Co-Lead: Jiyoung Lee, Assistant Director of Communications and Marketing (jiyoungl)

Planning Team:

Student Members: Chuyi Zhu: chuyizhu@umich.edu

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Community Member: Felix Chow : felixhchow@gmail.com

Planning Process Summary

1. Initial meeting among CIUM staff during the Fall 2016 term to assess its role in terms of diversity, equity, and inclusion on the U-M campus. Key points from that meeting are:
 - a. Questions were raised at that initial meeting with CIUM staff:
 - i. How can the CIUM market itself as not only as a leader in disseminating Chinese culture, but as widening world views and creating spaces for cross-cultural dialogue?
 - ii. How can CIUM plug into events on campus, e.g MLK week, LGBT, international education, diversity week?
 - iii. How can the CIUM measure its impact on the community as a disseminator of Chinese culture?
 - iv. What is the CIUM's role in making the UM community a more inclusive, welcoming environment for peoples from different cultures?
 - v. What is the target community of the CIUM programming? Who is well captured and represented? What is a population that is not as represented?
 - vi. In terms of collaborations with other U-M units, what collaborations exist that allow CIUM to attain its mission of meeting its mission? What collaborations could be formed to better attain its mission, especially in terms of creating a more inclusive and diverse U-M community?
 - b. Existing data sources were analyzed
 - i. Data sources were anecdotal, which only allowed CIUM staff to hypothesize programming impact and participant demographics.
 - ii. To move beyond the anecdotal data of impact and populations, CIUM created a plan to gather data.

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- iii. The acknowledgement that data does not yet exist set the scope for the strategic plan, which is to first create sustainable and systematic methods to gather data before cementing the later stages of the 5 year plan. After all, CIUM first must understand the existing organizational environment and community impact before setting concrete goals for improvement.
2. To answer the questions raised in the initial CIUM staff meeting, the following systematic ways to collect participant data were created:
 - a. Take attendance at each CIUM event to identify 1) students, 2) staff, and 3) community members.
 - b. Leave a sheet at each CIUM event to allow attendees to leave her or his email.
 - c. Announce the CIUM's efforts to collect information about program impact and to learn about our attendees by emailing the CIUM.
 - d. Create a committee that includes U-M faculty, U-M students, and non-U-M affiliated community members to gather feedback.
 - e. Create focus groups to assess the CIUM's impact and to better gauge stakeholder needs as they relate to both programming and to fostering an environment that encourages intercultural exchanges from peoples of diverse backgrounds. The steering committee members would be leaders in orchestrating these focus groups. (Note the first Focus Group questions and discussion content are in the appendix of this document)
 - f. For large free CIUM events – such as concerts and plays, require attendees to complete a Google Form survey before being able to RSVP. The first large event where this data can be collected is the March 29, 2016 Hanggai concert in the Power Center. The questions within the survey are:
 - i. What is your affiliation? 1. Students, 2. Community Member, 3. Staff, 4. Faculty
 - ii. How did you learn about this event? 1. Social Media, 2. Email Announcement, 3. Other, CIUM Website
 - iii. How often do you attend CIUM events? 1. This is my first time, 2. 1 – 2 times a year, 3. 3 – 5 times a year, 4. More than 5 times a year
 - iv. Which of the following aspects of the CIUM are most interesting to you?
 1. Chinese music and opera performances, 2. Lectures and symposia about Chinese arts and culture, 3. Programming about Chinese arts and culture, 4. Chinese film series, 5. Scholarship program/opportunities, 6. Other
 - v. Which statement best describes the main reason you attend CI events? 1. It increases my knowledge of cultures other than my own, 2. It increases my knowledge of Chinese culture in particular, 3. I like the sense of

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- community, 4. By learning more about other cultures, I learn more about my own culture, 5. Other
 - vi. How do you self-identify? (Optional) 1. American Indian, 2. Asian, 3. Chinese, 4. Black and African American, 5. White, 6. Other, 7. Male, 8. Female, 9 Other Gender
 - vii. What can the CIUM do to offer more engaging programming and a better sense of community around Chinese arts and culture? (Optional) Open ended.
3. The data is being collected and analyzed by Jiyoung Lee, who is a co-lead in this strategic plan and Assistant Director of Communications and Marketing. She is positioned well within CIUM to implement the data findings into action plans.
4. The data will be used in the following manner:
- a. The Google Form data is being presented to the CIUM faculty, staff, student steering committee (in addition to the actual survey questions). The format is attached in an appendix.
 - b. The data is being presented to the 6 staff members within CIUM. The data will then be used to facilitate a discussion concerning what the CIUM does well and what it can do better to meet its diversity goals according to each of the domains, CIUM marketing strategies, partnerships, programming, and even the mission.

III. Data and Analysis: Key Findings

1. Focus Groups Questions: The first focus group was held Tuesday, April 12th. The findings are included in the appendix of this strategic plan. The summary of findings includes a desire among faculty, students, and non-UM community members to have space to meet other people while also learning about Chinese culture. The findings will then be brought to the CIUM staff and incorporated into the action plan as described above in the data section above.

2. Hanggai Survey Results Summary

Survey respondents: 384

A. What is your affiliation?

- 1. Students: 59%
- 2. Community member: 17 %
- 3. Staff: 14%
- 4. Faculty: 10%

B. How did you learn about this event?

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Social media: 59%
Email announcement: 26%
Other: 8%
CI website: 7%

* Various advertising tools were used. Soon after the announcement via Wechat, 633 tickets were reserved out of 1048. Most Wechat members are Chinese students. This concert was particularly popular among Chinese students due to Haggai's popularity in China.

C. How often do you attend CIUM events?

1. This is my first time: 65%
2. 1-2 times a year: 23%
3. 3-5 times a year: 7%
4. More than 5 times a year: 5%

D. Which of the following aspects of the CIUM are most interesting to you?

1. Chinese music and opera performances: 80%
2. Lectures and symposia about Chinese arts and culture: 25%
3. Programming about Chinese arts and culture (workshops): 25%
4. Chinese film series: 28%
5. Scholarship program/opportunities: 18%
6. Other: 1.3 %

E. Which statement best describes the main reason you attend CI events?

1. It increases my knowledge of cultures other than my own: 54 %
2. It increases my knowledge of Chinese culture in particular: 49%
3. I like the sense of community: 37%
4. By learning more about other cultures, I learn more about my own culture: 13%
5. Other: 6%

F. How do you self-identify?

American Indian: 0%
Asian: 30%
Chinese: 70%

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Black and African American: 0.6%
White: 4.5%
Other: 0.8%
Male: 10%
Female: 16%
Other gender: 1%

G. What can the CIUM do to offer more engaging programming and a better sense of community around Chinese arts and culture?

- Music show or Chinese character show
- Hold events that would bring Chinese people of all ages around Ann Arbor like food sharing/potluck events around Chinese festivals
- Invite more Chinese bands
- Bring us more events like this
- More events for Chinese students
- Besides the traditional culture, we also would like to know China now.
- Programs about the Chinese language.

3. Key Findings of Haggai Survey Results

- a. The 59% student participant rate was a pleasant surprise and was higher than anticipated.
- b. The majority (70%) of participants were Chinese.
- c. The majority of respondents reported being female. Please note that participant gender was asked in the identity question. In the future, this question will be a stand-alone question to increase accuracy.
- d. In the question “Which statement best describes the main reason you attend CI events,” 54% said “It increases my knowledge of cultures other than my own.” Though this aspect of programming will be further explored in focus groups, this initial response is good. This demonstrates that the CIUM events inspire participants to learn and explore cultures other than their own and with a community that is eager to learn about other cultures.
- e. For the Chinese community, CIUM events bring together Chinese people from various backgrounds in China, including different regions, ethnicity, age, gender, and more. The Chinese participants come for the sense of community and to learn more about their own culture.

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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.
- 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.

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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: HR/Debbie Harju

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.
- Have trained facilitators from IGR or MESA lead group discussions to accustom staff to discussing diversity issues in an open, inclusive, and safe space.
- 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

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Vital Strategy: Diversity Skills

Stakeholders: Staff

Group Persons/Accountable: Jiyoung Lee

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.

AY17 Action Plan:

- Modify the climate survey to better measure the objectives set forth in this plan.
- Present the data gathered from the 2016 and 2017 events and focus groups.

AY18 Action Plan:

- 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: HR/ Debbie Harju

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 Actions:

- Review the University's Diversity, Non-discrimination and Conflict Resolution Policy and Procedure in the University SPG.
- In case of a conflict, follow the established DNCPP.

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- Conduct an annual questionnaire to assess work climate.

Primary DE&I Goal: Inclusion

Other Applicable Domain: Promoting an Equitable and Inclusive Community

Vital Strategy: Conflict Resolution

Stakeholders: Staff

Group Persons/Accountable: HR/Debbie Harju

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.
- Create discussion space for stakeholders at a CIUM event to the goal of learning from other people as well as from the topic.

Primary DE&I Goal: Diversity and Inclusion

Other Applicable Domain: Service and Promoting an Equitable and Inclusive Community

Vital Strategy: Climate Enhancing

Stakeholders: Students, U-M Faculty, and Community Members

Group Persons/Accountable: Jiyoung Lee

Resources Needed: Budget for expanded activities

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.

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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: Jiyoung 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 - AY 18 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.
- Create events that could bring students together could be topics as, LGBTQ communities in China and outside the U.S.

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- Reach out to Chinese communities on the North Campus via Chinese student organizations and WeChat. As noted in the focus groups, the U-M North Campus was identified as an area that far less artistic and cultural activities are offered.
- 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.
- 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: Jiyoung Lee

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.

AY17 - AY 18 Action Plan:

- 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.”

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- 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.

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Diversity: Makeup of staff and of event participants.

Equity: Provide staff with the same development opportunities. Continue to offer programming that is 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

(Please note: This section can only be completed after the April 12th feedback from the focus groups has been collected. It will be completed in the next draft)

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Key Constituency	Strategic Objective	Measures Of Success	Detailed Actions Planned (measurable, specific)	Group/ persons accountable	Resources needed (if applicable)
Staff	Reestablish job-posting and interviewing practices	-Increase awareness of CIUM's commitment to diversity, equity and inclusion among staff.	<ul style="list-style-type: none"> - Create a CIUM DEI statement and printable statement flyer. - Create a CIUM DEI online page. - 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 	Jiyoung Lee & Debbie Harju	No

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			inclusive environment.		
Staff	Foster a work environment that promotes staff's professional development.	<ul style="list-style-type: none"> -Increase awareness of promotion and education opportunities. - Increase number of staff's career advancement activities. 	<ul style="list-style-type: none"> -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. -Discuss career advancement objectives and development opportunities during annual work planning meetings. 	HR/Debbie Harju	No
Staff	Encourage staff to pursue development opportunities to improve their diversity skills.	<ul style="list-style-type: none"> -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 workshops for 	<ul style="list-style-type: none"> -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. -Have trained facilitators from IGR or MESA lead group discussions to accustom staff to 	HR/Debbie Harju	

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		the entire staff.	<p>discussing diversity issues in an open, inclusive, and safe space.</p> <p>-Offer development opportunities that encourage staff to think about the CIUM mission and programming in terms of diversity, equity, and inclusion.</p>		
Staff, Students, Faculty, and Community members	Make diversity, equity, and inclusion a regular part of the CIUM planning process.	- Critically analyze the survey results among key stakeholders, such as among staff and among students, faculty, and community members.	<p>-Modify the climate survey to better measure the objectives set forth in this plan.</p> <p>-Present the data gathered from the 2016 and 2017 events and focus groups.</p> <p>-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.</p>	Jiyoung Lee	No

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Staff	Create clear pathways for conflict resolution.	<ul style="list-style-type: none"> - Increase awareness and understanding of CIUM's policies and procedures on conflict resolution. -Ensure all conflicts are handled and resolved fairly in a timely matter. 	<ul style="list-style-type: none"> - Review the University's Diversity, Non-discrimination and Conflict Resolution Policy and Procedure in the University SPG. -In case of a conflict, follow the established DNCPP. If needed, have an outside mediator help resolve any conflicts. - Conduct an annual questionnaire to assess work climate. 	HR/ Debbie Harju	No

IV. B. Education and Scholarship

Key Constituency	Strategic Objective	Measures Of Success	Detailed Actions Planned (measurable, specific)	Group/ persons accountable	Resources needed (if applicable)
Student, Faculty, and Community members	Build a stronger sense of community among stakeholders who are involved with CIUM activities.	-Host at least one event that promotes understanding of minority groups and different cultures and perspectives.	<ul style="list-style-type: none"> -Build CIUM events calendar in a way that highlights various groups (LGBTC, non-Han ethnicities, etc.) from China. -Create discussion space 	Jiyoung Lee	No

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		-Increase opportunities for CIUM stakeholders to interact.	for stakeholders at a CIUM event to the goal of learning from other people as well as from the topic.		
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IV. 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)
Student, Faculty, and Community members	Present print and electronic resources to be inclusive to students with disabilities.	-Increase resources that can be used by students with varying learning styles and disabilities. -Modify one resource per year.	-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.	Jiyoung Lee	No

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IV. D. Service

Key Constituency	Strategic Objective	Measures Of Success	Detailed Actions Planned (measurable, specific)	Group/ Persons accountable	Resources needed (if applicable)
Student, Faculty, and Community members	Increase the diversity of CIUM participants.	<ul style="list-style-type: none"> -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 	<ul style="list-style-type: none"> - 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. -Create events that could bring students together could be topics as, LGBTQ communities in China and outside the U.S. - Reach out to Chinese communities on the North Campus via Chinese student organizations and 	Jiyoung Lee	No

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			<p>WeChat. As noted in the focus groups, the U-M North Campus was identified as an area that far less artistic and cultural activities are offered.</p> <ul style="list-style-type: none"> - 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. -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 		
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			<p>history month, or others.</p> <p>(AY17 - AY 19)</p> <p>-Redefine outreach strategies incorporating CIUM participant data and focus group advice.</p> <p>- 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</p>		
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VII. Plans for Supporting, Tracking and Updating the Strategic Plan

Plans for Supporting the Strategic Plan:

1. The final draft of the strategic plan will be brought before the Director of the Confucius Institute, Dr. Joseph Lam.
2. A plan approved by Dr. Lam will be brought before the Confucius Institute staff for feedback. Staff members will choose to be responsible for certain aspects of the plan. The plan will be revised if needed.
3. A plan approved by Dr. Lam and the CIUM staff will present the plan to Vice Provost James Holloway. The plan will be revised if needed.

Plans for Tracking and Updating the Strategic Plan:

1. The staff members who are responsible for each aspect of the plan will check in with their supervisors to provide updates and to ask for support if necessary.
2. The approved plan will have a built in “check in” date to see if the remaining 2016 (gathering focus group information) and the 2017 goals listed above are on track to be completed.

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3. There will be a 2017 date where the plan as a whole is re-evaluated based on 2017 feedback and status of 2017 objectives.
4. Revise the 5 year plan 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