### Service, Partnership, and Collaboration Action Planning

This table explains each of Rackham’s planned actions in the area of Service, Partnership, and Collaboration, separated by key constituency, strategic objective, measures of success, detailed actions planned (measurable, specific), group/persons accountable, and resources needed (if applicable).

<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>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Students</strong></td>
<td>1. Develop, improve, and implement assessments/evaluations across programmatic activities for students</td>
<td>Establishment of approach and protocol for use in proposing/approving new programs and initiatives (focused on identifying specific goals and objectives of proposed activity, how elements of proposed program will address stated goals/objectives, and plan for assessing whether objectives/goals met); Positive assessment outcomes for programmatic activities, as reported by students</td>
<td>Document the programs with established assessment plans and metrics of success; compare to those without such plans and metrics; Use assessment information to consider program effectiveness and program priorities (e.g., how to improve programs, whether to expand, or whether to discontinue); Work on developing policies and practices for assessment of program activities, including procedures for proposing/approving new programmatic activities; Plan for Y2-Y5 based on assessment of Y1 outcomes.</td>
<td>Graduate Student Success; Dean’s Office; Institutional Research; Rackham Leadership Team; RAC DAC (Rackham DE&amp;I Committee); in consultation with Dean</td>
<td></td>
</tr>
<tr>
<td><strong>Students</strong></td>
<td>2. Enhance student participation in Rackham programmatic activities: Continue and improve outreach and advertisements to students around all programmatic activities assessed as beneficial to students; enhance outreach to historically underrepresented and/or marginalized groups</td>
<td>Increased student participation in core programmatic activities, including those from historically underrepresented and/or historically marginalized groups to ensure broad participation</td>
<td>--Highest priority actions include: Gather input from students, staff, and faculty on advertising of programmatic activities in order to allocate resources effectively and identify new opportunities; Investigate ways to track participation in programmatic activities; --Other actions to consider include: Create a promotional checklist for all programmatic activities (both those directly related to DE&amp;I as well as other programming for the broader student population) to be used by Rackham staff to better implement communications and outreach strategies; Take steps towards upgrading the events management system and the events calendar display for better classification/tags, share features, etc.; Plan for Y2-Y5 based on assessment of Y1 outcomes.</td>
<td>Graduate Student Success; Communications; ITS; Designated RAC DAC member</td>
<td></td>
</tr>
<tr>
<td><strong>Academic Programs, Students, Faculty, Staff in Academic Programs</strong></td>
<td>3. Enhance our communications and information sharing with academic programs around DE&amp;I</td>
<td>Reports of awareness of DE&amp;I issues and Rackham resources related to DE&amp;I</td>
<td>--Highest priority actions include: Work on ways to further develop the “Diversity” section of the Rackham website; include tips, training, literature, promising practices and resources on and off campus</td>
<td>Communications; ITS; Rackham Leadership Team</td>
<td></td>
</tr>
<tr>
<td>Key Constituency</td>
<td>Strategic Objective</td>
<td>Measures of Success</td>
<td>Detailed Actions Planned (measurable, specific)</td>
<td>Group/Persons Accountable</td>
<td>Resources needed (if applicable)</td>
</tr>
<tr>
<td>------------------</td>
<td>---------------------</td>
<td>--------------------</td>
<td>-------------------------------------------------</td>
<td>---------------------------</td>
<td>----------------------------------</td>
</tr>
</tbody>
</table>
| Academic Programs, Faculty, Staff, and Students in Academic Programs | 4. Gather information from academic programs about strengths and challenges in their communications, collaborations, and partnerships with Rackham; use information to continue areas of work and support that are particularly beneficial, as well as address areas of need or challenge, ways that we might partner more effectively | Number and nature of complaints or inquiries from academic program members (faculty, staff, students) about problems in communications, process, or policy | Share more data related to DE&I on our website so graduate programs can more easily access needed information
Include updates on Rackham’s DEI efforts in monthly communications with graduate chairs and directors and graduate coordinators and in each semester update to all faculty
Continue to update students on our DEI efforts in e-mail newsletters or special messages from Dean Fierke
--Other actions to consider include:
Develop content strategy to acknowledge and celebrate our diversity (e.g., high numbers of first-gens, improvements in student diversity) via our website, social media, and external media opportunities.
Reformat web resources related to DE&I (e.g., mentoring, community building) and develop a plan to distribute them to our various constituencies; consider whether/how to share in orientations/trainings, other meetings of faculty, students, and staff
Explore more ways to use communications to help students connect with one another (e.g., ways to connect first-gen students to share resources, among those who express desire to do so)
Plan for Y2-Y5 based on assessment of Y1 outcomes. | Management Team RAC DAC (Rackham DE&I Committee); in consultation with Dean | |
<p>| | | | | Communications ITS OARD Admissions GSS Management Team Rackham Leadership Team Designated RAC DAC member |</p>
<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>
</tr>
</thead>
</table>
| Rackham Staff   | 5. Improve Rackham communications and collaborations practices relevant to enhancing the delivery and implementation of services, programming, policy, and resources in support of our mission to enhance graduate education | Staff reports on climate assessment (related to perceptions of effective communications and collaborations)  
Number and quality of use of collaborative technology tools (e.g., streamlined use of Box, forms, information management systems, etc.)  
Training received/attended by staff about these tools and topics related to collaborative working  
Increase the number of collaborative projects across Rackham offices  
ADA compliance in all areas of Rackham work environment (physical, digital) | Continue exploring and implementing different organizational model (e.g., reporting lines) and the roles of the dean, associate deans, assistant deans  
Explore various ways staff and unit roles and work can be organized to enable communication and collaborations that increase efficiency and effectiveness in meeting our mission and goals for graduate education; use input of Rackham staff in this exploration (e.g., potential of new staff position focused on DE&I to support oversight of on-going efforts; best use of various staff meetings; joint staff meetings; change the focus of meetings from “reporting out” to “developing projects”; create policies and practices around data sharing and dissemination; among other areas identified from staff input)  
Develop a plan for implementing the most promising ideas and approaches  
Develop plan for staff training and making progress in improvements to our website, web applications, and web resources towards ADA compliance  
Plan for Y2-Y5 based on assessment of Y1 outcomes. | Rackham Admin Director  
Management Team  
Rackham Leadership Team  
RAC DAC (Rackham DE&I Committee); in consultation with Dean | Supports/funding for conducting climate and organizational survey or similar assessment |
| Alumni          | 6. Increase engagement with alumni around DE&I issues | Inclusion of alumni feedback in DE&I planning efforts;  
Alumni reports of positive views of DE&I progress;  
Alumni interest in participating in DE&I efforts (in providing time, funding, or other resources) | Explore best ways to communicate to alumni Rackham’s DE&I priorities  
Explore best process or format to structure a two-way dialogue with alumni regarding DE&I issues and plans  
Begin to implement early communication about the status and plans for Rackham’s DE&I priorities  
Explore best ways to learn about and draw on the spectrum of experiences of diverse alumni, including those from historically underrepresented and other minority backgrounds, that could be valuable in shaping direction of DE&I plans (inclusion in relevant committees or subcommittees, survey or other data gathering approach)  
Plan for Y2-Y5 based on assessment of Y1 outcomes. | Development Communications  
RAC DAC (Rackham DE&I Committee); in consultation with Dean | Supports/funding for Alumni Survey |
| Alumni Donors and other Donors | 7. Establish DE&I priorities within Rackham’s Development and Fundraising | Increase in diversity of demographic profiles of alumni donors, as well as other donors and prospective donors;  
Fundraising initiatives with DE&I topics/areas as central foci;  
Fundraising for DE&I focused programs, initiatives, fellowships | Examine make-up/backgrounds of current Rackham donors;  
Explore best ways to communicate to donors and prospective donors Rackham’s DE&I priorities;  
Explore ideas for increasing diversity in Rackham donors (e.g., selected outreach to groups of alumni such as former multicultural organization members; identifying specific DE&I themes in research, scholarship, and professional development)  
Plan for Y2-Y5 based on assessment of Y1 outcomes. | Development Communications  
RAC DAC (Rackham DE&I Committee); in consultation with Dean | Supports/funding for Alumni Survey |
<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>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Michigan Society of Fellows: A Rackham-Affiliated Unit</strong></td>
<td>8. Increased diversity in Society of Fellows at U-M; Documented and institutionalized process for integrating DE&amp;I into recruitment, evaluation, and selection of Fellows</td>
<td>Explicit integration of DE&amp;I into program mission statement; Increased diversity in Society of Fellows in application pool; Increased diversity in Fellows awarded and that accept positions at U-M (including scholars from underrepresented racial/ethnic backgrounds, women underrepresented in science)</td>
<td>Continue new practice of gathering demographic information about program applicants; develop and implement practices to track over time; Work with Rackham leadership and staff to document (and further develop) strategies for engaging DE&amp;I in recruitment, evaluation, and selection processes; draw on resources and principles of ADVANCE program; Plan for Y2-Y5 based on assessment of Y1 outcomes.</td>
<td>Rackham Leadership Team</td>
<td></td>
</tr>
</tbody>
</table>