

DEI 1.0 Summary
School of Music, Theatre and Dance
September 12, 2022

Year 1 Highlights

- The Chief Diversity and Inclusion Officer (CDIO) position was newly created and made a part of SMTD's Senior Administration Team. This restructuring has enabled the CDIO to report directly to the Dean of SMTD and be entrusted to make many of the time-sensitive and critical decisions necessary to implement the DEI plan objectives. The Chief Diversity and Inclusion Officer started their role in July 2016
- Five (5) distinct DEI subcommittees of undergraduate, graduates, faculty, and staff met three times each over the course of the winter term, and each was charged with assessing the key findings of the climate survey and arriving at a set of recommendations to further inform the unit's five-year strategic plan for year two. The subcommittees did not have limited membership, but were made open to all for participation every time. This approach was to broadly promote diversity with respect to perspective, degree programs, and professorial rank, among other dimensions. As a result of the input collected during subcommittee meetings, formal and informal meetings, and workshops throughout the year, SMTD incorporated new action items for year two of the DEI strategic plan
- Funding was available through the SMTD Office for DEI to pilot and support a variety of projects this year
- *Challenges*
 - Limited DEI staff capacity to manage the implementation of the strategic plan action items and the myriad of other issues and events that took priority throughout the year
 - Faculty concerns about how to be involved in DE&I effectively and without spreading themselves too thin
 - Scheduling challenges for training and events to enable a sufficient number of people to attend, especially for students and faculty
 - The separation of disciplines (dance, music, and theatre) in three different buildings affected the sense of community and access to DEI events
 - Funding was available through the SMTD Office for DEI to pilot and support a variety of projects this year, but the funding is limited so the scale of what can be done was kept small

Year 2 Highlights

- Piloted the "DEI Ambassadors" program in which approximately 80 students from different disciplines and backgrounds participated. This encouraged students to get involved and address their personal DEI interests and connect with issues outside of their comfort zone
- SMTD Office for DEI hired a DEI Coordinator to support logistics and support the implementation of programs and projects being organized by the Office for DEI
- New Associate Dean for Student and Academic was appointed
- *Challenges*

- There were external incidents that affected the SMTD community
- Beginning the year with a dean transition but a consultant was hired to prepare SMTD for an incoming dean

Year 3 Highlights

- Due to specific incidents that came to our constituencies' attention, SMTD focused on several activities to promote sexual and gender-based misconduct awareness and prevention. There were multiple information sessions for faculty, students, staff to clarify reporting and allow for spaces for constituencies to voice concerns and make their own recommendations for change
- The issue of sexual misconduct prevention became a priority for the dean and senior administration. Training and events were focused on educating and informing people as much as possible on the issues within the performing arts and what resources or options were available to combat the problem within the school and in the field. Overall, there was greater recognition that sexual and gender-based misconduct results from a lack of equity, inclusion, and diversity at all levels of academia and the performing arts.
- Staff and faculty came together and organized the Faculty & Staff Allies Network (FASAN). FASAN decided to host a symposium consisting of a panel and performances that brought awareness to sexual misconduct in the performing arts and fostered empowerment
- This year included a variety of performance-based events organized by students
- and faculty to bring attention to issues of diversity and inclusion. The following are a few of the performance-based activities that reached students, staff, and faculty: Daring Dances and Skeleton Architecture Design Workshop, Women Organ Conference, Imani Winds Residency, "One Family Concert": Religious and Philosophical Diversity, Dean's North Campus MLK Spirit Awards with Tania Leon, and ImpactXhange: Voting Registration with Ruby Sales as Keynote
- Students were also engaged by the Chief Diversity & Inclusion Officer (CDIO) through town halls, DEI student ambassador meetings, and focus group conversations addressing issues of race, gender, sexual misconduct prevention, and disability
- The Michigan Marching Band Diversity & Inclusion Committee (students) met with the CDIO to determine strategic objectives and action items to specifically address the unique culture of the marching band
- The SMTD Staff Representatives Meeting (SRM) group officially started in June 2018. It is open to all full-time, part-time, and seasonal SMTD Staff. The group's mission is to establish communication, encourage collaboration among Staff, Faculty, and Upper Administration, assess and address the SMTD climate in relation to Staff, and foster initiatives as appropriate to the group. In its infancy, it has elected Board members, established a Peer-to-Peer Recognition Program and a Staff Appreciation Program, secured Staff representation in the Senior Administrators Meeting (SAM), contributed to changes in the Staff evaluation process and SMTD website, and met with the Dean to discuss Staff climate
- David Gier joined SMTD as dean (and is the current dean of SMTD). Dean Gier assessed the leadership structure and began to leverage the particular strengths of faculty and staff to ensure we were serving our constituents to the best of our abilities

- In addition, the Chief Diversity & Inclusion Officer was tasked to take on more of the Title IX and accommodation-related needs of the students, in collaboration with the Associate Dean of Student and Academic Affairs
- SMTD staff members continued to move forward with their own initiatives to promote positivity and bolster morale. Incremental changes took shape at the supervisor and front-line staff level to policy and practice. There was an aim for a higher level of accountability from everyone
- Students (re)discovered the benefits of University and SMTD resources that may have been taken for granted and expected more transparency and clarity to ensure everyone has access to resources when it is needed
- Among faculty, there appeared to be a greater acceptance that the pursuit of diversity, equity, and inclusion is a natural part of all our decisions, processes, and interactions. As long as faculty can provide input and somewhat control of the rate that changes affect their everyday activities, there seemed to be less open resistance to suggestions of changes that are tied to DEI
- *Challenges*
 - SMTD was faced with the challenge of dealing with sexual misconduct allegations and a rise in OIE reporting overall, as students became more familiar with the OIE reporting process. This resulted in senior administration needing to organize, provide greater clarity on processes, and be more available to students, faculty, and staff.

Year 4 Highlights

- Despite the ongoing pandemic, the SMTD DEI Office was given financial support from the SMTD Dean's Office, and new staff leadership joined the current Senior Advisory group to the Dean that were pivotal to the success of SMTD's DEI efforts during the 2019-2020 Academic Year
- SMTD launched an SMTD DEI Student Advisory Board and SMTD DEI Faculty and Staff Action Teams to continue supporting and scaling DEI efforts throughout the School.
- Moreover, the SMTD Climate Survey conducted by Giffen & Kaminski, LLC highlighted specific relevant issues with data that propelled our work forward
- Leadership/Staffing Changes
 - During Summer 2019, the position of Chief Diversity Officer was promoted and combined with the Office of Student Affairs to create the role of Assistant Dean of Student Affairs and Diversity, Equity & Inclusion. Previously, there had been an Associate Dean of Academic and Student Affairs, but this division of job responsibilities was intended to improve services to SMTD students and to the broader SMTD community. By combining Student Affairs and DEI, the ways in which students' backgrounds and identities may affect their experiences at U-M were better considered, and student services were centralized. This was especially crucial for students who came to report or confide in the SMTD Office for DEI staff over the past few years
 - Hired two (2) student employees this year, which helped us advance two key areas: (1) communication and (2) international student support. A student assistant helped design a DEI monthly newsletter that was sent to the entire

SMTD community. This helped gain more visibility to SMTD's DEI efforts, promote the work of individuals in our community, and advertise upcoming DEI-related events. The SMTD Office for DEI still sends out a monthly newsletter. The second student assistant supported the development of international student programming, and served as a liaison between many international students and the SMTD DEI Office

- In December 2019 the role of Chief Administrative Officer transitioned into a Director of Budget and Finance position. Once SMTD leadership determined that there would no longer be a Chief Administrative Officer (CAO) position, the Office of Budget and Finance and Office of Human Resources separated. In Summer 2020, Assistant Dean of Student Affairs, Human Resources, and DEI began oversight of the Office of Human Resources
- During Summer 2019, the Office of Development and External Relations took on the new title of Office of Advancement, and restructured its leadership team to report to one individual instead of two. The head of the Office of Advancement took on the title of Chief Advancement Officer
- In March 2020, the DEI Coordinator was promoted to DEI Program Manager
- Transparency and Communication: Starting in March 2020, our leadership team communicated school-wide updates on a weekly basis and continues to do so. The response to this change has been overwhelmingly positive
- An Equitable Approach to the Budget: Historically the budget in SMTD was primarily determined by the Office of Budget and Finance, and left little room for units to make specific requests for the following fiscal year. Now, each unit will have the opportunity to submit requests to the SMTD Senior Advisory Group to the Dean for consideration in order to provide a more equitable approach to budget planning and allocation
- Anti-Racism Actions
 - During Summer 2020, SMTD leadership addressed anti-racism in SMTD with a list of actionable items that will be worked on within the next academic year and continuing forward. Three (3) key areas were determined for improvement: (1) Elevating voices and expanding representation of BIPOC in the performing arts, (2) Anti-Racism and Inclusivity in Curriculum and Teaching, and (3) Education and Professional Development
- *Challenges*
 - Marching Band: Due to both capacity and the COVID-19 pandemic during the 2019-2020 academic year, the new Michigan Marching Band (MMB) strategic objectives and action items were minimally advanced. All MMB DEI initiatives were completed in collaboration with the Assistant Dean of Student Affairs and DEI at SMTD, but this position became vacant a few weeks into the academic year, and was not refilled until the end of January 2020. A majority of working groups in the MMB only convened during the Winter semester, and ceased meeting once U-M entered into a virtual state. As we readdressed the strategic objectives and action items for the MMB going into Year 5, we chose to narrow the scope of work and direct the items mainly towards faculty and staff development as well as updates to policy and operational practices. Previously

there had not been clarity behind who in the organization would take primary responsibility for this work, which ultimately resulted in the expectation that students were leading the work. In hopes of creating systemic change, much of the work was spearheaded by MMB faculty and staff in collaboration with the SMTD DEI Office in order to maintain long-term accountability and sustainability.

- Budget and Funding Limitations: Spending on DEI-related efforts was curtailed due to budgetary constraints put in place by U-M in May 2020. Funding provided for programs and projects were limited during Winter 2020 to what could be done virtually with minimal preparation
- Space Limitations Due to COVID/health and safety guidelines: Due to U-M's COVID-19 related health and safety guidelines, we were unable to hold in-person events after the second week of March 2020. This resulted in canceling student events, training workshops, end of year gatherings as well as community engagement activities
- In October 2019, the newly appointed Assistant Dean of Student Affairs and DEI (and previously Chief Diversity Officer for three years) left the University of Michigan. During this interim period, the Dean of SMTD appointed four (4) faculty DEI liaisons to support students during the transition. The DEI Coordinator remained in their role and continued to manage DEI-related programming as well as refer students, faculty, and staff to appropriate resources on campus

Year 5 Highlights

- Provided guidance and best practices to equip our faculty and staff to tackle systemic issues of racism, inequality, and injustice should they arise in their departments and offices
- Offered mandatory bias mitigation training to faculty and staff that included unconscious/implicit bias awareness training as well as harassment and discrimination prevention training
- Shared anti-racism learning resources (e.g., web-based resources, and monthly reading and discussion groups) and required anti-racism training for faculty and staff (e.g., racial microaggression workshop offered during faculty and staff meetings)
- Offered intercultural learning opportunities to faculty and staff that encouraged global, inclusive, and growth mindsets around difference
- The DEI Student Advisory Board and DEI Faculty and Staff Action Teams had strong representation from units across the School, and had between 12-20 members. The student and staff groups met monthly, and the faculty group met bi-weekly. Feedback from these groups led to a required anti-racism workshop being offered to faculty in the Winter 2021 semester
- Staff in the SMTD Office for DEI worked collaboratively with members of the Faculty and Staff Allies Network (FASAN), SAPAC, OIE, OSCR and additional units to create an SMTD-specific toolkit on sexual misconduct in the performing arts. Areas covered include: definitions and expectations, boundaries and power dynamics, the reporting process, training offered on campus, and additional resources on campus. Specific scenarios that are SMTD-specific are offered throughout, as well as syllabus language on physical touch in the classroom (as physical touch is common in the performing arts).

The toolkit was presented to all faculty and staff, used as a template for other units on campus, and will continue to be updated on an annual basis. This resource does not take the place of live or online-based training, but rather is designed as a supplement to ongoing training and educational efforts

- Rackham Graduate School's support allowed us to hire a Graduate Student Staff Assistant for the year, and due the cost savings from limitations on in-person events, we were able to hire additional graduate and undergraduate student staff. With the support of three graduate students and two undergraduate students, we were able to fully implement the Inclusive Teaching for Graduate Student Instructors Pilot Program, educate our community on DEI events and other learning opportunities via social media platforms, establish a consistent newsletter, and offer more events than past years
- SMTD's Dean provided resources for anti-racism and other DEI-focused professional development for faculty and staff this year. We brought in multiple guest speakers and trainers, and offered SMTD's first ever required anti-racism training for SMTD faculty
- With the support of staff across SMTD, the DEI Office was able to offer SMTD staff a monthly anti-racism discussion group
- SMTD's organizational culture of diversity, equity, and inclusion evolved with a focus on addressing systemic issues in and outside of the classroom to further foster an inclusive organizational climate and culture. These initiatives include inclusive teaching practices, inclusive faculty and staff hiring and promotion practices, and improving a sense of belonging for the entire SMTD community
- New reporting processes have allowed for more community voices to reach the senior leadership level. This is in part due to a change in organizational structure, the elevation of the DEI Office's importance in the School, and the newly formed DEI Faculty and Staff Action Teams and DEI Student Advisory Board
- Communication from senior leadership became more transparent with regular updates from the Dean and more opportunities for community-based conversations
- Due to the financial effects the COVID-19 pandemic had on many of our students, SMTD established an Emergency Fund through the Dean's Office that was available beginning in Winter 2020
- Technology needs were at an all time high, particularly for high quality music recording equipment as the majority of SMTD courses occurred remotely during the 2020-21 Academic Year. The school provided technical support to students, faculty, and staff, in many cases purchasing new equipment and safely delivering the equipment to those who were in need
- Additionally, students, faculty and staff were offered different methods of engagement (remote, hybrid, etc) that focused on improving safety and accessibility
- Many departments encouraged students to perform repertoire by BIPOC composers and commissioned works that could elucidate the BIPOC experience, including work by BIPOC composers, in order to diversify the canon. More works were commissioned by individual faculty and departments by BIPOC composers or relating to BIPOC experiences than ever before
- A committee of faculty across the School was established to begin to propose the creation of a U-M Center for Racial Justice in the Performing Arts

- A ten-year program was initiated to commission composers to write new works exploring the African diaspora and Black experience for orchestra and soloists, with a new 75-minute work being performed each year
- A new Race and Ethnicity requirement was added to nearly all SMTD academic departments that resulted in new courses that meet the requirement being added
- GSI Inclusive Teaching workshops and resources were developed and piloted
- DEI Faculty and Staff Action Teams sharing best practices with units across the school.
- A new database of anti-racism resources for costume professionals was created by faculty
- EXCEL supported 11 guests for Professor Antonio Cuyler's classes, all of which advanced anti-racism and/or DEI themes/content in his arts leadership classes. EXCEL also worked to bring in a diverse array of guests from various backgrounds and disciplines to speak to students. Excel facilitated the Disruption. Action. Change.Symposium in collaboration with the Eastman School of Music that focused on the role of disruption as an essential force in pursuit of a more just and equitable arts ecosystem. EXCEL also hosted The Young Creatives book club featuring Kimberly Drew and her book, "What I Know About Art" that explored racial injustice and oppression within the U.S. arts infrastructure
- Prof. Danielle Belen worked with DMA string students to create the first Database for the String Department that focuses on works by BIPOC composers.
- Implemented an Intersectionality in the Performing Arts workshop in partnership with several campus units
- Discussion regarding SMTD's DEI efforts at "See Better, Hear Better, Know Better: A Two Day Online Event on Deconstructing Race and Gender Biases in Music" Symposium (national level conference)
- Trotter Multicultural Center facilitated workshops with the Faculty and Staff DEI Action Teams that focused on Cultural Intelligence assessment and inclusive leadership skill development
- MESA facilitated several DEI-related workshops for multiple departments within SMTD.
- *Challenges*
 - The COVID-19 pandemic delayed progress to many items in our Year Five Action Plan
 - The FY21 budget restrictions set by the U-M Office of Budget and Planning also impacted progress on some of our financial-based items in our Year Five Action Plan. The demand for support by the DEI for departments and individuals across the School shined a light on the need for more staff capacity in the SMTD Office for DEI Office
 - There have been numerous leadership transitions since the start of Year One of SMTD's DEI Plan, including three different Deans, several transitions in Associate and Assistant Deanships (both in title and personnel), and expansion of the SMTD Office for DEI and programmatic and resource offerings. providing more time for the Program Manager to address other needs of the DEI Office