

Diversity, Equity, and Inclusion (DEI) Framework

We value diversity in all of its definitions, including who we are, how we think, and what we do.

FOCUS AREAS

STUDENT SUCCESS

All students have access to equitable resources and experiences to help them thrive.

DIVERSE TALENT

Innovative strategies are implemented to recruit, develop, retain, and promote employees with diverse backgrounds and perspectives.

CLIMATE & CULTURE

All members are responsible for helping to build an inclusive campus community where everyone is valued and has a sense of belonging.

COMMUNITY IMPACT

As an integral part of the local and global communities, the university is responsible for co-creating a shared, equitable future on campus and beyond.

DIVERSITY. Individual differences (e.g., personality, learning styles, and life experiences) and group/social differences (e.g., race/ethnicity, class, gender, sexual orientation, country of origin, and ability as well as cultural, political, religious, linguistic or other affiliations).

EQUITY. The deliberate and intentional crafting of solutions that center the voices and meet the needs of different groups based on their histories and access to resources that will lead to the outcome of fairness.

INCLUSION. The active, intentional, and continuous process to address inequities in power and privilege and build a respectful and diverse community that ensures welcoming spaces and opportunities for all to flourish.



Division of Diversity, Equity
and Inclusion

UNIVERSITY OF WISCONSIN-MILWAUKEE

Division of Diversity, Equity and Inclusion (DEI)

Action Plan

June 2021-June 2022

MISSION

The mission of the Division of Diversity, Equity, and Inclusion (DEI) is to advance diversity and equity and foster inclusion for all members of the campus community through education, advocacy, and support.

VISION

We envision UWM as an institution that is fully diverse, equitable, and inclusive.

WHERE WE ARE

UWM is one of the nation's top research universities with a commitment to providing access to a world-class education to students from diverse backgrounds. In fall 2020, our workforce included about 3,800 employees in addition to the 2,300 student workers who make it possible for us to operate. Our 24,600 graduate and undergraduate students participate in more than 200 academic programs on three campuses: Milwaukee, Washington County, and Waukesha. More than 80% of our students are Wisconsin residents and 35% are the first in their families to go to college. One-third of our students are eligible for federal Pell Grants based on exceptional financial need. Our international students come from 82 countries, and we enroll more than 1000 veterans and military-related students. We are a Carnegie classified community engaged campus with partners from all sectors enabling thousands of students to be involved with experiential learning. As an institution, however, we continue to confront a plethora of challenges. Some are unique to our campus and others are shared by higher education institutions across the nation. We have made significant investments to remove barriers, but our students from minoritized populations continue to graduate at a lower rate than students in the majority population. Our main campus is in a racially diverse city, but our current workforce does not reflect the diversity of talent that we would like to see on our campus. (*See Appendix A*). We know the value of diversity in our faculty and staff to better serve our increasingly diverse student body. We strive to continue to do better and further diversify our students and workforce. We are committed to creating institutional change as demonstrated by existing programs/initiatives and recent actions taken and underway. (*See Appendix B*).

WHERE WE WANT TO GO

The purpose of this plan is to increase UWM's capacity to sustain diversity, equity, and inclusion efforts toward fully institutionalizing DEI practices into all levels of the campus. We understand that we have a shared responsibility to transform our institution into a radically welcoming campus as called for in the February 2021 [2030 Implementation Team Report](#). We will work to ensure that all our students, staff, and faculty have the best experiences possible across our campuses. We know that the climate on

our campuses is influenced by many factors, including events that occur locally, nationally, and internationally. Important aspects of climate we want to cultivate on our campus communities is care, compassion, and opportunity for development and advancement. Research on campus climate show that feeling valued and respected is the foundation for how we understand many of our experiences. This action plan reflects our institutional understanding that campus climate directly affects academic achievement, professional accomplishment, and essential health and well-being. We want to have spaces where we can reach our highest potential, and we also want to be comfortable sharing differences and recognizing the strengths of diversity in those spaces. We have taken a proactive step by joining the more than 110 employers who have signed the [Metropolitan Milwaukee Association of Commerce Region of Choice](#) pledge to increase the number of African American and Hispanic/Latino employees by 15 percent and the number of African American and Hispanic/Latino managers in Metro Milwaukee by 25 percent by 2025.

We believe that DEI work at UWM can only be accomplished through strategic partnerships across campus units and must progressively increase in visibility to be effective institutionally and systemically. To that end, we outline the following goals and strategies to help us achieve the desired outcomes.

Goal 1: Assess and Align Campus DEI Efforts

Strategies	Action(s)	Primary Parties Responsible	Partners	Timeline	Measurement	Desired Outcome(s)
A. Conduct a campus-wide inventory of existing work	Survey academic and administrative departments/units	Interim CDEIO, Graduate Diversity & Inclusion Director Khrystion FuQua’, Advocacy and Engagement Director Michael Rogers	Student Affairs, Academic Affairs, Finance and Administrative Affairs	Aug. 2021	Survey responses from departments/units	Establishment of campus DEI database; Identification of effective efforts/initiatives and gaps; and identification of potential cross-unit collaboration opportunities
B. Identify areas where disparity exists	Disaggregate student achievement and staff and faculty data and communicate results with responsible units	Academic Affairs/Office of Assessment and Institutional Research/ Enrollment Management/	Student Affairs, DEI	On-going	Disparities identified and critical interventions are determined	Parity in engagement and desired outcomes where demographic disparities are found

		Financial Aid; Department of Human Resources				
C. Establish DEI Liaisons initiative	Seek nominations of DEI Liaisons to serve as liaisons and advocates with academic and administrative departments	Interim CDEIO with GIE leadership team	Chancellor, Cabinet members, deans, governance, and ERGs	Sept. 2021	DEI Liaisons recruited and trained; Roles, responsibilities, and DEI practices outlined	Effective communication and coordination of campus DEI efforts
D. Ensure that all colleges/schools/ departments have DEI Action Plans	Provide rubric to guide development of action plan, if one does not exist	Interim CDEIO and Special Assistants to Chancellor and Interim CDEIO on 2030 Issues	Chancellor Co-Designees for 2030 Action Team, deans, department chairs, unit leaders	Dec. 2021	Action Plans with identifiable goals and outcomes	Implementation of plans and documented outcomes of action plan strategies
E. Conduct annual review of DEI progress	Develop tool for departments/units to carry out DEI audits	Interim CDEIO and Special Assistants to Chancellor and Interim CDEIO on 2030 Issues	Chancellor's Cabinet members	Dec. 2021	Process to assess DEI activities established	All units have a tool that gives them an overview of their areas of strength and areas needing focus/attention.

Goal 2: Invest in Efforts to Recruit and Retain Diverse Students, Staff, and Faculty.

Strategies	Action(s)	Primary Parties Responsible	Partners	Timeline	Measurement	Outcome(s)
A. Build equity, transparency and diversity into all parts of the search and screen process*	Finalize and implement Recruitment and Selection Protocol	Affirmative Action in Faculty Employment Committee	Academic Affairs, DEI/EDS/ Faculty Action Team, R&S faculty group, FAA/ Dept. of Human Resources	Oct. 2021	Recruitment and Selection Protocol used in all searches leading to diverse applicant pools	Increased diverse hires leading to composition of workforce better reflecting populations served
	Make UWM job postings consistent	FAA/Human Resources/ HRBPs	--	Dec. 2021	Consistent campus description and a diversity statement on all position descriptions.	Greater awareness of UWM's commitment to diversity
	Diversify recruitment marketing and communications	FAA/ Dept. of Human Resources DEI/EDS	--	On-going	Jobs are posted in formal and informal channels	Increased diversity in applicant pools
	Develop and provide equity and implicit bias training in reviewing candidates	FAA/ Dept. of Human Resources DEI/EDS	---	Dec. 2021	Training developed and implemented	Elimination of biases in reviewing application materials
	Review the use of the waiver process to ensure the search and screen process is more fully enforced at all levels in all departments/offices for all positions	FAA/ Dept. of Human Resources/ DEI/EDS		On-going	Use of waiver process reviewed	Purpose for use of waiver process clearly justified
B. Establish a Staff ** and Faculty Diversity	Explore funding options that would	Academic Affairs/Provost, FAA/VC for FAA,	Chancellor, Interim CDEIO, Deans	On-going	Financial resources are identified	Increased diversity across employee groups

Opportunity Program	allow for target-of-opportunity hires	UWM Foundation/VC for Development				
C. Strengthen targeted recruitment efforts of historically underrepresented student populations	Provide resources that eliminate disparity in enrollment outcomes	Academic Affairs, Student Affairs	DEI	On-going	Enrollment rates	Increased enrollment of historically underrepresented students
	Expand targeted recruitment efforts of African American/Black students (e.g., African American Male Initiative/Summit on Black Male Youth-Milwaukee, partnerships with high schools, and participation in community events)	Academic Affairs/Enrollment Management, DEI/Black Student Cultural Center	Student Affairs	On-going	Greater exposure of UWM to prospective students and families	Increased enrollment of Black/African American students
	Expand targeted recruitment efforts of American Indian Students (e.g., partnerships with local and tribal schools and participation in community events)	Academic Affairs, DEI/American Indian Student Center	Student Affairs	On-going	Greater exposure of UWM to prospective students and families	Increased enrollment of American Indian students
	Expand targeted recruitment efforts of Latinx students (e.g., partnerships with high schools and participation in community events)	Academic Affairs, DEI/Roberto Hernandez Center	Student Affairs	On-going	Greater exposure of UWM to prospective students and families	Increased enrollment of Latinx students
	Expand targeted recruitment efforts of	Academic Affairs, DEI/Southeast	Student Affairs	On-going	Greater exposure of UWM to	

	Southeast Asian/Asian American students (partnerships with high schools and participation in community events)	Asian American Student Center			prospective students and families	Increased enrollment of Southeast Asian/Asian American students
D. Enhance efforts for UWM to be eligible for Minority Serving Institution (MSI) programs	Review progress to date and identify areas that need additional resources for Chancellor's Committee on Hispanic Serving Initiative	CCHSI co-leads, Provost, Interim CDEIO and Interim Special Assistant for Cultural Change	Academic Affairs/OAIR	Summer 2021	Enrollment data for Latinx students	Continuous enrollment increases toward 25% undergraduate enrollment by 2030
	Form committee to explore Asian American and Native American Pacific Islander Serving Institution (AANAPISI) and Native American-Serving Nontribal Institution (NASNTI) status	DEI leadership team, Academic Affairs/OAIR, Electa Quinney Institute, American Indian Studies	Academic Affairs/ Enrollment Management	Summer 2021	Enrollment data for American Indian/Asian American students	Depending on enrollment projection, development of recruitment and retention plan toward target of 10% undergraduate enrollment
E. Create opportunities for affinity groups to engage in recruitment and retention of staff, faculty, and students of color	Provide support to affinity groups (employee resource groups) for community building efforts	DEI leadership team	African Diaspora Council, American Indian Studies faculty and staff, Asian Faculty & Staff Association, and Latinx Faculty and Staff Association Student affinity groups	On-going	Greater sense of belonging	Increased workforce diversity

	Engage student affinity groups for community building efforts	Student Affairs, DEI/Multicultural Student Centers, Schools/Colleges	(American Indian Student Association, Asian Student Union, Black Student Union, Latinx Student Union, Muslim Student Association, etc...)	On-going	Greater sense of belonging	Increased student diversity
F. Provide career progression support to employees	Create “Career Advancement Program” for non-instructional staff	FAA/Department of Human Resources/DEI	Chancellor’s cabinet members, department/unit leaders	2021-2022 academic year	Total enrollment of employees in program	Employees from diverse backgrounds serve in leadership positions; UWM making progress toward MMAC Region of Choice pledge
	Create “Career Advancement Program” for faculty and instructional academic staff	FAA/Department of Human Resources/DEI	Chancellor’s cabinet members, deans, department chairs	2021-2022 academic year	Total enrollment of employees in program	Employees from diverse backgrounds serve in leadership positions; UWM making progress toward MMAC Region of Choice pledge
G. Enhance gender initiatives	Assess gender equity efforts	Office of the Chancellor, Cabinet members, Department of Human Resources, DEI/Equity and Diversity Service	WWHEL Steering Committee, Male Allies/Male Advocates, Women’s Advisory Board	2021-2022 academic year	Gender equity gaps identified, and action steps determined	Resources are provided to close gender equity gaps

*From DEI non-instructional workgroup report prepared by the Department of Human Resources (January 2021).

**From Department of Human Resources DEI non-instructional workgroup report. Staff here is used broadly to include all professional and scientific classifications.

Goal 3: Provide On-Going DEI Professional Development for Students, Staff, Faculty, and Administration

Strategies	Action(s)	Primary Parties Responsible	Partners	Timeline	Measurement	Outcome(s)
A. Commit resources (funding and staff time) to enhance anti-bias, anti-racist training	Provide tailored training on a range of topics (intercultural competence, bystander intervention, racism and oppression, etc)	DEI leadership team	FAA, CETL, Student Affairs, Academic programs with relevant expertise	2021-2022 academic year	On-going professional development opportunities are offered	Increase in reporting of feeling safe and supported via climate surveys
	Make available to all staff, faculty and students the equity mindedness training sessions from Moon Shot for Equity	Moon Shot for Equity leadership/DEI leadership team	--	2021-2022 academic year	Post-viewing survey	Increased equity mindedness knowledge and skills leading to improved campus climate
B. Identify and invite speakers with different political viewpoints to engage in dialogues on a variety of topics	Host <i>Dialogues across Difference Lecture Series</i> , video record lectures and post them on YouTube and other social media outlets	Care, Respect and Expression (Student Affairs, DEI, University Relations and Communication)	Student Association and other student organizations, Academic Affairs	1 in Fall 2021 and 1 in Spring 2022	Attendance and post-survey and video playbacks	Reports of UWM supporting diversity of ideas

Goal 4: Celebrate DEI Progress.

Strategies	Action(s)	Primary Parties Responsible	Partners	Timeline	Measurement	Outcome(s)
A. Communicate DEI impact	Provide quarterly updates	Chancellor, Interim CDEIO	GIE leadership team, Chancellor's Cabinet	Quarterly	Click rates on quarterly updates/view rates on DEI website	Greater awareness of DEI efforts/initiatives
	Prepare and distribute annual report highlighting progress	Interim CDEIO and DEI Leadership team	Chancellor's Cabinet, deans	Jan. 2022	Click rates on annual report/view rates on DEI website	Greater awareness of DEI efforts/initiatives and impact
B. Recognize DEI champions	Establish Chancellor's DEI Champion Award (\$1,500)	Chancellor	Chancellor's Cabinet	Fall 2022 to coincide with campus award ceremony	Number of people nominated	Campus community is engaged and values the award
C. Document contributions diverse groups made to UWM	Support research and writing of UWM diversity history book	Chancellor, Interim CDEIO, Chief of Staff, and David Pate/HBSSW	Contributors, University Relations & Communications	Winter 2022	Completed book	Historical contributions of diverse groups at UWM highlighted

APPENDIX A: Demographic Data

Milwaukee Population by Race, 2019

(Total Population: 590,000)

Black/African American	38.7%
Native American/American Indian	0.6%
Asian	4.3%
Hispanic/Latinx	19.0%
Native Hawaiian/Pacific Islander	0.0%
Two or More Races	4.0%
White	44.4%
White alone, not Hispanic or Latino	35.1%

U.S. Census Bureau

Fall 2020 Enrollment by Race/Ethnicity (three campuses)

- African American/Black (1,603, 7%)
- Native American/American Indian (82, 0.3%)
- Asian/Asian American (1,447, 6%)
- International (1,017, 4%)
- Latino/a (648, 3%). *More than 2000 Multi-Ethnic students are Latino/a, making Hispanic/Latinx population 13%.*
- Multi-Ethnic (3,462, 14%)
- White (16,306, 66%)

Workforce Diversity: Faculty

- Fifty eight percent of faculty are male while 42% are women, which reflects national trends in full-time tenured and tenure-tracked faculty.
- The majority of faculty are White (69%). Nonwhite faculty make up 31 percent, of which 21% are those who identify as Asian/Asian American.
- Other minoritized populations (Black/African American, Native American/American Indian, Hispanic/Latinx) represent less than 10 percent of the faculty.

Faculty (as of 4/9/2021)	Female	Male	Total
Black/African American	15 (54%)	13 (46%)	28 (3.91%)
Native American/American Indian	2 (50%)	2 (50%)	4 (0.56%)
Asian/Asian American	52 (35%)	98 (65%)	150 (20.98%)
Hispanic/Latinx	16 (48%)	17 (52%)	33 (4.62%)
Hawaiian/Pacific Islander	0	0	0
Two or More Races	3 (50%)	3 (50%)	6 (0.84%)
White	209 (42%)	285 (58%)	494 (69.09%)
Total	297 (42%)	418 (58%)	715

Workforce Diversity: Instructional and Non-Instructional Academic Staff

- Women make up 60% of instructional academic staff (IAS) and they represent 67% of non-instructional academic staff.
- Among IAS and non-IAS, the overwhelming majority is white, 86% and 81% respectively.
- Each minoritized population has less than five percent IAS.
- Black/African American have the second highest percentage of non-IAS (8%).

Instructional Academic Staff (as of 10/31/2020)	Female	Male	Total
Black/African American	31 (78%)	9 (22%)	40 (4.40%)
Native American/ American Indian	0	1 (100%)	1 (0.11%)
Asian/Asian American	25 (58%)	18 (42%)	43 (4.80%)
Hispanic/Latinx	19 (54%)	16 (46%)	35 (3.87%)
Hawaiian/Pacific Islander	0	0	0
Two or More Races	5 (42%)	7 (58%)	12 (1.32%)
White	459 (59%)	314 (41%)	773 (85.50%)
Total	539 (60%)	365 (40%)	904

Non-Instructional Academic Staff (as of 10/31/2020)	Female	Male	Total
Black/African American	56 (73%)	21 (27%)	77 (8.25%)
Native American/ American Indian	1 (100%)	0	1 (0.10%)
Asian American	21 (52%)	19 (48%)	40 (4.29%)
Hispanic/Latinx	34 (68%)	16 (32%)	50 (5.35%)
Hawaiian/Pacific Islander	2 (100%)	0	2 (0.21%)
Two or More Races	8 (80%)	2 (20%)	10 (1.10%)
White	506 (67%)	247 (33%)	753 (80.70%)
Total	628 (67%)	305 (33%)	933

Workforce Diversity: University Staff

- Half of university staff are male, and half are female.
- Sixty-nine percent of permanent university staff are White. University staff of color represent 30%, of which 20% are Black/African American.

University Staff Permanent (as of 10/31/2020)	Female	Male	Total
Black/African American	86 (57%)	65 (43%)	151 (19.82%)
Native American/American Indian	2 (50%)	2 (50%)	4 (0.52%)
Asian/Asian American	15 (56%)	12 (44%)	27 (3.54%)
Hispanic/Latinx	23 (51%)	22 (49%)	45 (5.91%)
Hawaiian/Pacific Islander	0	0	0
Two or More Races	6 (67%)	3 (33%)	9 (1.18%)
White	250 (48%)	276 (52%)	526 (69.02%)
Total	382 (50%)	380 (50%)	762

APPENDIX B: Partial List of Current Programs/Initiatives

Division Programs/Initiatives

- Equity/Diversity Services
- Howard Hughes Medical Institute Driving Change Initiative
- Life Impact Program
- Multicultural Student Centers
 - American Indian Student Center, Black Student Cultural Center, Roberto Hernandez Center, Southeast Asian American Student Center
- Racial Justice and Equity Program (campus anti-bias, anti-racist training)
- Toward an Anti-racist Campus Action Grant Program (with Office of Research)
- WiscAMP STEM-Inspire Program

Campus

- [2030 Action Team](#)
- Care, Respect and Expression
- [Chancellor's Committee on Hispanic Serving Initiative](#)
- [Higher Education Regional Alliance](#) (HERA)/Complete College America
- Instructional and Non-Instructional DEI Recruitment Workgroups
- Lawton Undergraduate Minority Retention Grant Program
- Metropolitan Milwaukee Association of Commerce (MMAC) Region of Choice Initiative
- [MCubed](#)
- Milwaukee Anchor Collaborative
- [Moon Shot for Equity](#)
- [Ronald E. McNair Post-Baccalaureate Achievement Program](#)