Quotes from Mark S. Schlissel, President:

“The University of Michigan cannot be excellent without being diverse in the broadest sense of that word. We also must ensure that our community allows all individuals an equal opportunity to thrive.”

To advance the ideals of academic excellence and its symbiotic relationship with diversity, equity and inclusion, President Schlissel is calling upon the university’s vast energies and intellectual and planning resources to develop U-M’s first five-year diversity, equity and inclusion strategic plan, which will engage all sectors and constituents of the university.

“We are all in this together. On the issues of diversity, equity, and inclusion, we are of many minds, and I hope we will hear many voices. But we are also of one heart. Thank you for helping us make this university a better place.” (Leadership Breakfast)

“We want to have the structure in place that will allow us to engage the great minds and the passionate individuals on our campus – and to move forward in a collaborative manner. This is a process that is about your voices, your ideas.” (Diversity Luncheon)

“We cannot reach our full potential as a university when there are so many among us who are unable to fully share in all this great university has to offer. We must do better, and we will.” (Email to Students on Diversity Summit/Racial Injustice in Higher Ed.)

---

**PHASE I**
Data Collection and Analysis
Sept-Dec 2015

**PHASE II**
Action Planning in the Schools, Colleges and Units
Jan-Mar 2016

**PHASE III**
Review and Refine Plans
Mar-April 2016

**PHASE IV**
Final Plans Submitted and Reviewed
May-June 2016

**PHASE V**
Plans Roll Up Into U-M Plan
July-Aug 2016

**PHASE VI**
U-M Diversity, Equity & Inclusion Strategic Plan Announced and Year-One Implementation Begins
September 2016
I. Diversity Equity and Inclusion Strategic Plan: Overview

At the University of Michigan, our dedication to academic excellence for the public good is inseparable from our commitment to diversity, equity, and inclusion. It is central to our mission as an educational institution to ensure that each member of our community has full opportunity to thrive in our environment, for we believe that diversity is key to individual flourishing, educational excellence and the advancement of knowledge.

**Diversity:** We commit to increasing diversity, which is expressed in myriad forms, including race and ethnicity, gender and gender identity, sexual orientation, socio-economic status, language, culture, national origin, religious commitments, age, (dis)ability status, and political perspective.

**Equity:** We commit to working actively to challenge and respond to bias, harassment, and discrimination. We are committed to a policy of equal opportunity for all persons and do not discriminate on the basis of race, color, national origin, age, marital status, sex, sexual orientation, gender identity, gender expression, disability, religion, height, weight, or veteran status.

**Inclusion:** We commit to pursuing deliberate efforts to ensure that our campus is a place where differences are welcomed, different perspectives are respectfully heard and where every individual feels a sense of belonging and inclusion. We know that by building a critical mass of diverse groups on campus and creating a vibrant climate of inclusiveness, we can more effectively leverage the resources of diversity to advance our collective capabilities.

**Rationale:** Mission, Vision, and Values of Unit

The Office of the President supports this important work, and seeks to promote diversity, equity, and inclusion within the Office of the President. Through hiring a diverse staff and allowing each team member an equal opportunity to succeed and thrive, we are committed to an inclusive and welcoming office; one that treats each other with respect and professionalism. We strive to support each other’s contributions and build trust by being honest, transparent brokers, while supporting each other in our triumphs and adversity.

The primary function of the Office of the President is to support the work of the President, the leadership team, and the university community at large. This includes communicating routinely with the various schools and colleges, as well as interactions with faculty, staff and the student body.

The primary activities include interfacing with the community, advancing whenever possible the objectives of the president, as well as engaging in institutional outreach and engagement. This includes, but is not limited to, the presidents’ staff engaging in individual networking with the university community to enhance our cultural diversity and instill our commitment to civility and inclusion.
II. Planning Process Used

Planning Team: LaSonia Forté, Administrative Manager and Office Planning Lead
Liz Barry, Special Counsel to the President
Erika Hrabec, Executive Assistant to the President and Chief Administrator

Planning Process Summary
- “Be Heard” Survey was conducted in December 2015 to gather staff’s feedback about the Office of the President’s culture and climate. In addition to the survey, forms of data gathering included: Institutional data and focused group discussions.
- Due to the moderate size of the Presidents Staff, data analysis was relatively simple. The survey results were copied precisely and anonymously into a word document and shared and discussed with senior staff. (See Org Chart in Appendix B)
- Action idea generation activities were discussed and conducted at several staff meetings.
- Summary of engagement activities. (See Appendix A)

III. Data and Analysis: Key Findings

Summary of Data and Key Findings

The Office of the President conducted an office-wide survey, consisting of open-ended questions. Data was collected anonymously in order to maintain confidentiality. In general, the data showed that the Office felt welcomed and included. DE&I are encouraged and everyone feels they are treated fairly. Staff described the current diversity and inclusion aspects of the office as supportive. Understanding each other’s diverse qualities is, although positive, something that could be improved upon. Most of the staff mentioned a desire to remain active in the community by volunteering and attending campus events focused on diversity.

As quoted by one staff member:
- “Success in five years would look like...us, as a team, understanding our own diversities and leveraging & appreciating their strengths while also, as a team, explaining new and unfamiliar ones, always keeping an open-mind and assuming the best from others.”

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.

The Office of the President’s plan covers office staff, as well as the faculty, administrators, students, and the public with whom we interact. The strategic objectives needed to further the university-wide goals of diversity, equity, and inclusion have been divided into four planning areas. Each of these goals is accompanied by measures of success that will be tracked over time. For an itemized list and details on these activities and timelines, see appendix A.
IV. A. Recruitment, Retention and Development

Staff/Administration

Five-Year Strategic Objective 1:
Develop and implement an effective strategy to recruit and attract a more diverse pool of applicants and promote from within, where applicable, to provide career advancement and growth opportunities.

Measures of Success: (for Objective 1):
Number of diverse applicants--note: of our recent hires, two members were promoted from within
Number of times staff were provided career advancement opportunities and were promoted from within
Number of diverse candidates interviewed / hired

FY16-17 Actions:
As positions open, seek a more diverse applicant pool by using targeted job posting strategies and resources. Develop and implement ideas for networking and broadening our recruitment base. Seek opportunities to provide career advancement opportunities and promote from within unit. Two staff members attended Voices of the Staff’s StaffWorks Conference and one staff member attended the NCID Leadership Conference for DE&I Leads as development opportunities.

Primary DE&I Goal: Diversity and Inclusion
Other applicable domain:

IV. B. Education and Scholarship

Staff

Five-Year Strategic Objective 1:
Improve civility and sensitivity with diversity training

Measures of Success: (for Objective 1)
Survey results/feedback from participants regarding learning and implementation of ideas from assessments.

FY16-17 Actions:
1) Invite faculty who teach the required race & ethnicity courses to attend staff meeting
2) Civility training at staff meeting (topic is routinely discussed)
3) Conduct LGBTQ 101 Training (completed)

Primary DE&I Goal: Inclusion and Equity
Other applicable domain: Promoting an Equitable and Inclusive Community

IV. C. Promoting an Equitable and Inclusive Community

Unit Overall

Five-Year Strategic Objective 1
Increase community outreach
Utilize staff networks to assist us in developing a better understanding of different perspectives on a variety of topics/issues related to DE&I

Measures of Success: (for Objective 1)
University employee satisfaction survey results
Unit’s Diversity, Equity and Inclusion Survey results

FY16-17 Actions:
1) Staff engaging in University and Community activities via volunteer work (i.e. VA Hospital, Humane Society, Wolverine Express, Martin Luther King, Jr. Service Day Events, etc.) and promoting a friendly office environment
2) Diverse perspectives are pursued to solve problems
3) Actively participate in programs and initiatives that promote DE&I (i.e. Business Leaders for Michigan Executive Assistant/Chief of Staff Network, Big TEN Chief of Staff Network, NCID Leadership Conference for DE&I Leads, Voices of the Staff, WCTF Conference, ACE Women's Conference, Bicentennial events, Commencement Ceremony and events, etc.)

Primary DE&I Goal: Inclusion
Other applicable domain: Service

Five-Year Strategic Objective 2
Increase cultural awareness of diverse groups and identities
Measures of Success: (for Objective 2)
Number of DE&I activities/topics at staff meetings and the recorded expectations and for learning from participants.
FY16-17 Actions:
Conduct at least 5 DE&I centered staff meetings and activities
Primary DE&I Goal: Diversity, Equity and Inclusion
Other applicable domain: Education and Scholarship

Five-Year Strategic Objective 3
Track internal perceptions of the inclusive nature of the President’s Office.
Measures of Success: (for Objective 3)
Decrease number of problematic issues highlighted in survey over time.
FY16-17 Actions:
Develop and implement climate assessment survey that is suitable for a unit our size.
Conduct annual open-ended qualitative survey.
Primary DE&I Goal: Diversity, Equity and Inclusion
Other applicable domain:

IV. D. Service
Five-Year Strategic Objective 1
Achieve and maintain outstanding customer service*
Measures of Success: (for Objective 1)
Number of complaints / kudos addressed on comment cards at reception desk
FY16-17 Actions:
1. Promote an HRD course on difficult conversations and managing confrontational clients for staff and share feedback from participants with others regarding what was learned. Document planned/implemented ideas and behavioral changes.
2. Provide staff with online and other resources to help with overall quality of service
3. Identify key individuals within our networks to share their expertise and perspectives.
Primary DE&I Goal: Equity and Inclusion
Other applicable domain: Promoting an Equitable and Inclusive Community

*Staff should always feel comfortable speaking up about issues or conversations that are hurtful, and giving positive and negative feedback without retribution.
V. Goal-related Metrics – Unit measures tracked over time

After taking into account the opinions/views of the office staff through our data analysis, the planning team have come to several conclusions: a) the office staff feels supported and included, b) the staff would like to learn more about each other’s diverse cultures, and c) staff would like to participate more in campus activities and events focused on diversity, equity and inclusion.

Therefore, our goals are as follows: 1) be a role model and set the tone for University offices and act in ways that support and promote the Diversity, Equity, and Inclusion initiative, 2) enhance professional development by participating in courses and activities that directly increase cultural and diverse competencies, and 3) make diversity, equity and inclusion a priority outside of focused diversity programming.

**Diversity**
- Makeup of staff
- Number of diversity centered diversity-training sessions during regular staff meetings

**Equity**
- Vast range of diversity activities
- Improved customer service and respect for others

**Inclusion**
- Number of participants in diversity training and activities
- Survey results
### VI. Action Planning Tables with Details and Accountabilities

#### VI. A. Recruitment, Retention and Development

<table>
<thead>
<tr>
<th>Key Constituency</th>
<th>Strategic Objective</th>
<th>Measures Of Success</th>
<th>Detailed Actions Planned (measurable, specific)</th>
<th>Group/ persons accountable</th>
<th>Resources needed (if applicable)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office Staff</td>
<td>Increase diversity in applicant pool and promote from within unit to provide career advancement and growth opportunities.</td>
<td>Increase in # of diverse applicant and candidates interviewed for jobs Number of times staff were provided career advancement opportunities and were promoted from within</td>
<td>As positions open, seek a more diverse applicant pool by using targeted job posting strategies and resources. Develop and implement ideas for networking and broadening our recruitment base. Seek opportunities to provide career advancement opportunities and promote from within unit. Two staff members attended Voices of the Staff’s StaffWorks Conference and one staff member attended the NCID Leadership Conference for DE&amp;I Leads as development opportunities.</td>
<td>LaSonia Forté Liz Barry Erika Hrabec</td>
<td></td>
</tr>
</tbody>
</table>

#### IV. B. Education and Scholarship

<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>Office Staff</td>
<td>Improve civility and sensitivity</td>
<td>Survey results/feedback from participants regarding learning and implementation of ideas from assessments.</td>
<td>1) Invite faculty who teach the required race &amp; ethnicity courses to attend staff meeting 2) Civility training at staff meeting (topic is routinely discussed) 3) Conduct LGBTQ 101 Training (completed) 4) see Appendix A for more events</td>
<td>LaSonia Forté Liz Barry Erika Hrabec</td>
<td></td>
</tr>
</tbody>
</table>
### IV. C. Promoting an Equitable and Inclusive Community

<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>Office Staff &amp; University Community</td>
<td>Increase community outreach</td>
<td>University’s employee satisfaction survey results</td>
<td>1) Staff engaging in University and Community activities via volunteer work (i.e. VA Hospital, Humane Society, Wolverine Express, Martin Luther King, Jr. Service Day Events, etc.) and promoting a friendly office environment 2) Diverse perspectives pursued to solve problems 3) Actively participate in programs and initiatives that promote DE&amp;I</td>
<td>All Staff</td>
<td>Participation / Registration fees</td>
</tr>
<tr>
<td>Office Staff</td>
<td>Track internal perceptions of the inclusive nature of the President’s Office</td>
<td>Decrease number of problematic issues highlighted in survey over time</td>
<td>Develop and implement climate assessment survey that is suitable for a unit our size Conduct annual open-ended qualitative survey</td>
<td>LaSonia Forté</td>
<td></td>
</tr>
<tr>
<td>Office Staff</td>
<td>Increase cultural awareness</td>
<td>Number of DE&amp;I activities/topics at staff meetings and the learning expectations from participants</td>
<td>Conduct at least five (5) DE&amp;I centered staff meetings and activities</td>
<td>LaSonia Forté</td>
<td></td>
</tr>
</tbody>
</table>
## IV. D. Service

<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>
| University Community       | Achieve and maintain outstanding customer service         | # of complaints / kudos addressed on comment cards at reception desk | 1. Promote an HRD course on difficult conversations and managing confrontational clients for staff and share feedback from participants with others regarding what was learned Document planned/implemented ideas and behavioral changes, when applicable  
2. Provide staff with online and other resources to help with overall quality of service  
3. Identify key individuals within our networks to share their expertise and perspectives | All Staff                  |                                                                |
VII. Plans for Supporting, Tracking and Updating the Strategic Plan

Budget and funding implications for the Office of the President’s Diversity, Equity and Inclusion initiative are below.

Most of the activities do not involve expenses, but supply a means for staff to learn from and work with each other and the community they serve. However, it is important to outline the few activities that warrant financial support.

Outlined below are details about workshops, professional development courses and potential registration fees for staff participation in campus community events and activities.

Examples of events some staff members attended in 2015-2016:

- WCTF Conference fee $135
- ACE Women's Conference fee $70

**Difficult Conversations** (Half-Day Course - $169 per person – 6 support staff)
Total: ~$1,000

Transportation to/from volunteer activity (UM Fleet Services $55 per 6 passenger van x2)
Total: ~$110

Hosting events aimed to:
- include members of the University community to conduct sessions focused on diversity, equity and inclusion
- provide opportunities to experience culturally diverse foods and activities
Total: $1,500

Purchase multi-cultural resources (books, signage, etc.)
Total: $500

The Office of the President’s planning lead (LaSonia Forté) will be the key steward of the strategic plan. She will track and send updates to the planning team (Liz Barry and Erika Hrabec) quarterly. The planning team will review, advise and support implementation of the plan.

In fiscal year 2017, the planning team will assess the plan, seek feedback by conducting a survey, and revise a plan for the next year. Evaluation of the measures of success and accomplishments will be recorded and presented to the President in the spring of 2017.
Appendix A

1. Standing agenda topics “Diversity, Equity, and Inclusion” and Voices of the Staff update (inclusion)
2. **March 3, 2016** - Watch video from the Office for Institutional Equity Education/Training Programs and discuss: [https://hr.umich.edu/working-u-m/workplace-improvement/office-institutional-equity/education-training-programs](https://hr.umich.edu/working-u-m/workplace-improvement/office-institutional-equity/education-training-programs)
3. Watch The Education of Mohammad Hussein and discuss [https://www.youtube.com/watch?v=LH6LrMEq1mQ](https://www.youtube.com/watch?v=LH6LrMEq1mQ)
4. Invite various units to present to staff:
   - **Feb 2 @3:00-4:30 Spectrum Center** (January LGBT History Month UK / June LGBT Pride Month USA)
   - **Trotter Multicultural Center MESA/Trotter** - student reps (April Multicultural Com Month)
   - **Office for Institutional Equity** (March Women’s History Month/May National Older Peoples Month)
   - **Fall 2016—Civility Training** and discussion (MHealthy)
5. Implement anonymous Kudos to staff meetings to be more inclusive
6. Implement “Did you know...?” educational tidbits to meetings to contribute to technology and diversity knowledge
7. Solicit input by asking staff to network and invite guest speakers from the University community to an upcoming meeting in an effort to build relationships, reputation, and ambassadorship.

---

**Retreats / Activities**

Rescheduled from December (Jan 15) – Fall Retreat: **StrengthsFinder Assessment and Session** (equity)

Jan 18 **MLK Service Day** Activities (February Black History Month) (inclusion)
   - Staff attended UM Lecture and UM-D volunteer activities (diversity, equity and inclusion)

Feb 15 – Staff attended **U-M Staff Town Halls** (diversity, equity and inclusion)

March 4 – Staff attended **Women of Color Task Force (WCTF) Career Conference** (diversity, equity and inclusion)

March 23 – Staff appreciation: **UMHS Massage Therapy Program** visit for massages

April 13 – Staff member participates in the **Wolverine Express** High Schools bus tours with the Center for Educational Outreach (diversity, equity and inclusion)

May 5: visit **Kelsey Museum** (diversity, equity and inclusion)

May 11: Staff attended Voices of the Staff’s **StaffWorks Conference** (diversity, equity and inclusion)

June 2: Staff member attended **The Art of Perception** training session (diversity, equity and inclusion)

June 22-24: Staff member attended **National Center for Institutional Diversity’s (NCID) Leadership Summer Institute** (diversity, equity and inclusion)

July 8: Volunteer at the **VA Hospital** (diversity and equity)

Aug 18 – Summer Retreat: Educational tour of **Botanical Gardens** (equity and inclusion)

Ongoing – Staff representative serves on **Voices of the Staff** (diversity, equity and inclusion)

Ongoing – Staff representative attends monthly **Campus Watch meetings** (inclusion)

Ongoing – Staff representative serves as **Career Development** coach for university campus (diversity, equity and inclusion)

Implement President’s Office Networking Lunch to explore campus resources and promote inclusiveness
Appendix B

Org Chart