

# Diversity, Equity and Inclusion Strategic Plan FY20 Plan Revisions

## Quotes from Mark S. Schlissel, President:

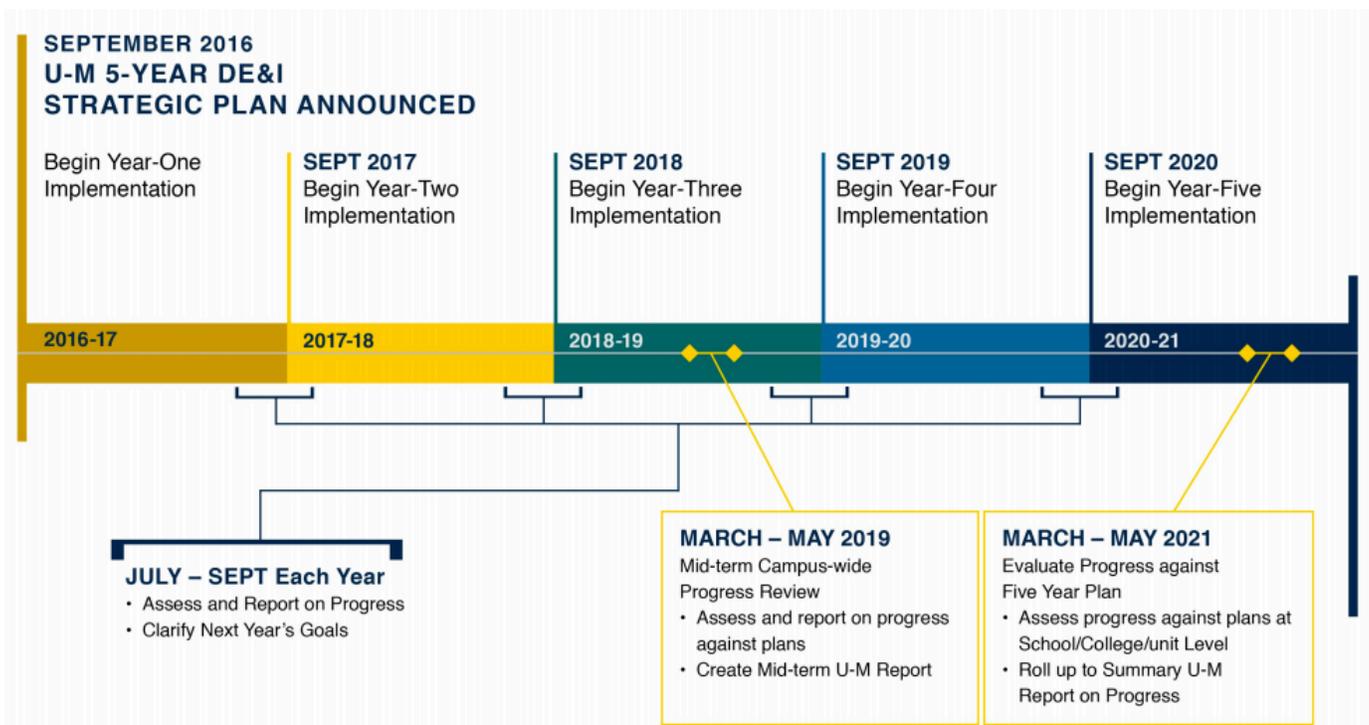
“The University of Michigan cannot be excellent without being diverse in the broadest sense of that word. We also must ensure that our community allows all individuals an equal opportunity to thrive.”

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.)



## 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. Implementation Highlights and Planning Process Used**

---

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

### Highlights and Planning Process Summary

- DEI Activity Surveys were conducted after each activity to gather staff’s feedback about the event’s likability, suggestions for improvement for future events, and lessons learned. In addition to the survey, forms of data gathering included focused group discussions.
- Ideas for activities were discussed at and generated from several staff meetings.
- 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.
- Summary of engagement activities. (See Appendix A)

## **III. Data and Analysis: Key Findings**

---

### *Summary of Data and Key Findings*

Since January 2015, The Office of the President has grown by four FTE, which equals 31% of the current staff. As of this writing, three of those positions are in the recruiting/interviewing phase to fill a vacancy due to external promotions of staff.

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. DEI 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 to provide career advancement and growth opportunities.

#### *Measures of Success: (for Objective 1):*

Number of diverse applicants

Number of times staff were provided career advancement opportunities

Number of diverse candidates interviewed / hired

#### *FY20 Actions:*

- 1.) As positions open, seek a more diverse applicant pool by using targeted job posting strategies and resources as well as utilizing our internal and external networking systems and groups. Target networks and broaden our recruitment base. Seek opportunities to provide career advancement/development and promote from within unit. The Office of the President will continue to recruit to attract a more diverse pool of applicants and promote from within, where applicable, to provide career advancement and growth opportunities. Research best practices, collaborate with central HR, and develop new outreach and recruitment strategies when positions are open and available.
- 2.) Staff member(s) attend Voices of the Staff's StaffWorks Conference, the NCID Leadership Conference for DEI Leads, and other conferences as development opportunities. (In FY18, we were able to promote from within our unit when our front desk coordinator was promoted to administrative assistant senior.)
- 3.) Utilize Learning and Professional Development courses and staff assistance programs as necessary.

## **IV. B. Education and Scholarship**

### **Staff**

#### *Five-Year Strategic Objective 1:*

Improve civility and sensitivity with diversity training and dispute resolution resources

#### *Measures of Success: (for Objective 1)*

Survey results/feedback from participants regarding learning and implementation of ideas from assessments.

#### *FY20 Actions:*

- 1) Civility and DEI training and presentations at staff meetings (ongoing)
- 2) Active participation in the Fleming DEI Committee's Annual event, tentatively scheduled to be held before Diversity Summit Week.
- 3) Encourage staff to represent the office at each of the events held during Diversity Summit Week and/or stream the event video if unable to attend in person.

*Primary DEI 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 DEI

*Measures of Success: (for Objective 1)*

University employee satisfaction survey results  
Unit's Diversity, Equity and Inclusion Survey results

*FY20 Actions:*

- 1) Staff engaging in University and Community activities via volunteer work (i.e. Veteran's Affairs Hospital, Humane Society, Wolverine Express, Martin Luther King, Jr. Service Day Events, etc.) and promoting a welcoming office environment
- 2) Diverse perspectives are pursued to solve problems and encouraged from all staff at our regular staff meetings and on topics of relevance; Office of Conflict Resolution is contacted as necessary
- 3) Actively participate in programs and initiatives that promote DEI (i.e. Business Leaders for Michigan Executive Assistant/Chief of Staff Network, Big TEN Chief of Staff Network, NCID Leadership Conference for DEI Leads, Voices of the Staff, WCTF Conference, ACE Women's Conference, Commencement Ceremony and events, etc.)

*Primary DEI Goal:* Inclusion

*Other applicable domain:* Service

*Five-Year Strategic Objective 2*

Track internal perceptions of the inclusive nature of the President's Office.

*Measures of Success: (for Objective 2)*

Decrease number of problematic issues highlighted in survey over time.

*FY20 Actions:*

- 1.) Develop and implement climate assessment survey that is suitable for a unit our size.
- 2.) Develop and distribute an assessment survey for our external constituents that gives an outside perspective on the climate and service around our office

*Primary DEI Goal:* Diversity, Equity and Inclusion

*Other applicable domain:* Service

*Five-Year Strategic Objective 3*

Increase cultural awareness of diverse groups and identities

*Measures of Success: (for Objective 3)*

Number of DEI activities/topics at staff meetings and the recorded expectations and for learning from participants.

*FY20 Actions:*

- 1) Activities and icebreakers from DEI toolkit are utilized at staff meetings to help us communicate our backgrounds and experiences effectively
- 2) Participate in the Fleming Building DEI events scheduled for the fall

*Primary DEI Goal:* Diversity, Equity and Inclusion

*Other applicable domain:* Education and Scholarship

*Five-Year Strategic Objective 4:*

Educate our community on sexual harassment and misconduct prevention in an effort to promote a safe and supportive environment for all members to work, learn, and thrive.

*Measures of Success: (for Objective 4)*

100% compliance with mandatory training on sexual harassment and misconduct prevention.

*FY20 Actions:*

- 1.) Support unit-level participation in mandatory training.

*Primary DEI Goal:* Equity and Inclusion

*Other applicable domain:* Promoting an Equitable and Inclusive Community

#### **IV. D. Service**

*Five-Year Strategic Objective 1*

Achieve and maintain outstanding customer service\*

*Measures of Success: (for Objective 1)*

Number of complaints vs kudos received via comment cards at reception desk, through presoff email, and phone calls to office.

*FY20 Actions:*

- 1) Promote an HRD course on difficult conversations and managing confrontational clients and/or host an outside speaker with customer service expertise for staff and share feedback from participants with others regarding what was learned. Document planned/implemented ideas and behavioral changes.
- 2) Send a survey to external constituents (like our partners within the Fleming Building, and other EO offices) to gauge their satisfaction with services provided by the office.

*Primary DEI 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 EO’s and 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**

Key Constituency	Strategic Objective	Measures Of Success	Detailed Actions Planned (measurable, specific)	Group/ persons accountable	Resources needed (if applicable)
Office Staff	Develop and implement an effective strategy to recruit and attract a more diverse pool of applicants and to provide career advancement and growth opportunities.	Number of diverse applicants; number of times staff were provided career advancement opportunities, number of diverse candidates interviewed/hired	As positions open, seek a more diverse applicant pool by using targeted job posting strategies and resources, as well as utilizing our internal and external networking systems and groups.  Target networks and broaden our recruitment base.  Seek opportunities to provide career advancement/development within unit.	Katie McGaffigan Liz Barry Erika Hrabec	

**IV. B. Education and Scholarship**

Key Constituency	Strategic Objective	Measures Of Success	Detailed Actions Planned (measurable, specific)	Group/ persons accountable	Resources needed (if applicable)
Office Staff	Improve civility and sensitivity with diversity training and dispute resolution resources.	Survey results/feedback from participants regarding learning and implementation of ideas from assessments.	<ol style="list-style-type: none"> <li>1) Civility and DEI training and presentations at staff meetings (ongoing)</li> <li>2) Active participation in the Fleming DEI Committee's Annual event, tentatively scheduled to be held as part of Diversity Summit Week</li> <li>3) Encourage staff to represent the office at each of the events held during Diversity Summit Week</li> </ol>	Katie McGaffigan Liz Barry Erika Hrabec  All Staff	

**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)
Office Staff and University Community	Increase community outreach	University’s employee satisfaction survey results  Unit DEI Survey results	<ol style="list-style-type: none"> <li>1) Staff engaging in University and Community activities via volunteer work (i.e. Veteran’s Affairs Hospital, Humane Society, Wolverine Express, Martin Luther King, Jr. Service Day Events, etc.) and promoting a welcoming office environment</li> <li>2) Diverse perspectives are pursued to solve problems and encouraged from all staff at our regular staff meetings and on topics of relevance, Office of Conflict Resolution is contacted as necessary</li> <li>3) Actively participate in programs and initiatives that promote DEI (i.e. Business Leaders for Michigan Executive Assistant/Chief of Staff Network, Big TEN Chief of Staff Network, NCID Leadership Conference for DEI Leads, Voices of the Staff, WCTF Conference, ACE Women’s Conference, Commencement Ceremony and events, etc.)</li> </ol>	All Staff	Participation / Registration fees
Office Staff	Track internal perceptions of the inclusive nature of the President’s Office.	Decrease number of problematic issues highlighted in survey over time.	<ol style="list-style-type: none"> <li>1.) Develop and implement climate assessment survey that is suitable for a unit our size.</li> <li>2.) Develop and distribute an assessment survey for our external constituents that gives an outside perspective on the climate and service around our office</li> </ol>	Katie McGaffigan	

Office Staff	Increase cultural awareness	Number of DEI activities/topics at staff meetings and the recorded expectations and/or learning from participants	<ol style="list-style-type: none"> <li>1) Activities and icebreakers from DEI toolkit are utilized at staff meetings to help us communicate our backgrounds and experiences effectively</li> <li>2) Participate in the Fleming Building DEI events scheduled for the fall</li> </ol>	Katie McGaffigan	
Office Staff and University Community	Educate our community on sexual harassment and misconduct prevention in an effort to promote a safe and supportive environment for all members to work, learn, and thrive.	100% compliance with mandatory training on sexual harassment and misconduct prevention.	<ol style="list-style-type: none"> <li>1) Support unit-level participation in mandatory training.</li> </ol>	All Staff	

**IV. D. Service**

Key Constituency	Strategic Objective	Measures Of Success	Detailed Actions Planned (measurable, specific)	Group/ persons accountable	Resources needed (if applicable)
University Community	Achieve and maintain outstanding customer service	# of complaints / kudos received via comment cards at reception desk, through presoff email, and phone calls to office.	<ol style="list-style-type: none"> <li>1.) Promote an HRD course on difficult conversations and managing confrontational clients and/or host an outside speaker with customer service expertise for staff and share feedback from participants with others regarding what was learned. Document planned/implemented ideas and behavioral changes.</li> <li>2.) Send a survey to external constituents (like our partners within the Fleming Building, and other EO offices) to gauge their satisfaction with services provided by the office.</li> </ol>	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.

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 talks, foods and activities

Total: \$1,000

Purchase multi-cultural resources (books, signage, etc.)

Total: \$200

The Office of the President’s implementation lead (Katie McGaffigan) will be the key steward of the strategic plan, tracking and sending updates to the planning team (Liz Barry and Erika Hrabec) quarterly. The planning team will review, advise and support year-four implementation plan.

In fiscal year 2020, 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 2020.

## Appendix A

1. Implement “Did you know...?” educational tidbits to meetings to contribute to technology and diversity knowledge
  2. 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

**September** – Fleming Building DEI Event (part of Diversity Summit)

**Ongoing** – Welcome receptions for new staff

**Ongoing** – DEI activities (including Steve Robbins videos) and ice breakers at staff meetings

**Ongoing** – Presentations from campus organizations at monthly staff meetings to promote awareness of diversity resources (i.e. Spectrum Center, OSCR, UMMA, etc.)

**Ongoing** - Fleming DEI Committee to explore campus resources and promote Fleming Building units’ connection