Diversity, Equity and Inclusion Strategic Plan
Five-Year Strategic Objectives, Measures and FY21 Actions

I. Diversity Equity and Inclusion Strategic Plan: Overview

"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."

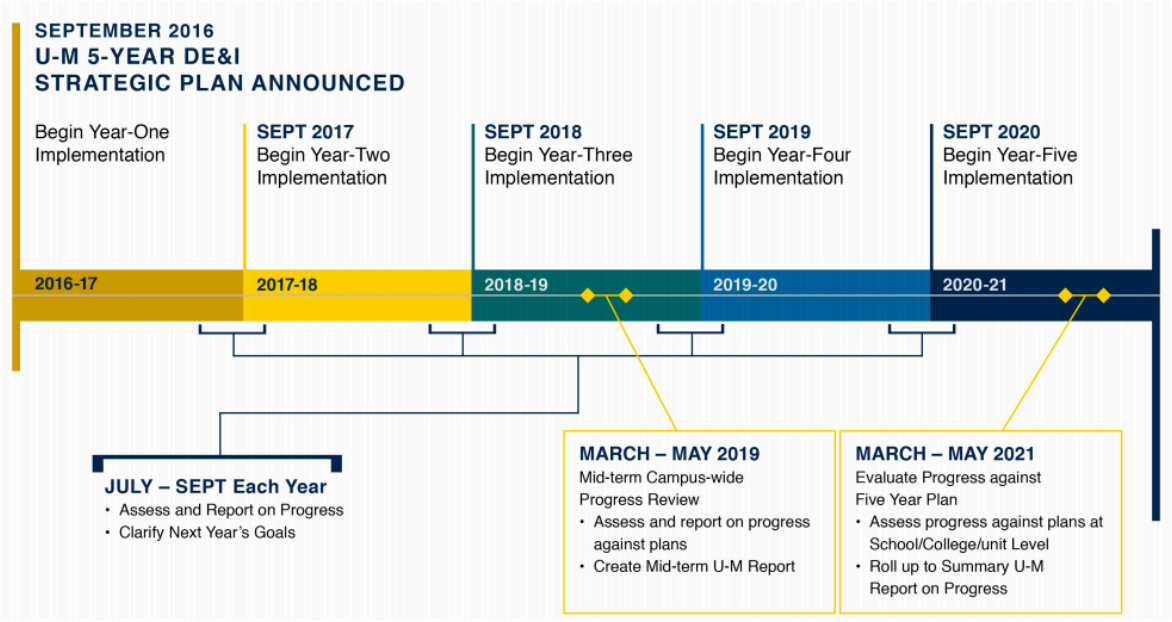
To advance the ideals of academic excellence and its symbolic relationship with diversity, equity and inclusion, President Schlissel is calling upon the university's vast energies and intellectual and planning resources to develop U-M's first five-year diversity, equity and inclusion strategic plan, 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.)

"At U-M, we must use our power to address major societal problems – especially those that diminish our society so tragically. This is clear in our mission." (Email to U-M Community, We need to bring about change.)



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, Values of The Office of the President

The Office of the President supports this important work and seeks to promote diversity, equity and inclusion within the office. Through hiring a diverse staff and allowing each team member an equitable opportunity to succeed and thrive, we are committed to an inclusive and welcoming office; one that treats each member 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, colleges and units, 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 Planning Lead
Liz Barry, Special Counsel to the President
Erika Hrabec, Executive Assistant to the President and Chief Administrator

Planning Process Summary

- Due to the moderate size of the President's Office staff, our planned DEI activities often coincide with the work of the Fleming DEI Committee, combining representatives from each office in the Fleming Administration Building. The committee aims to have at least one event per semester, and hosts a media club (like a book club) for interested participants. Some of these efforts were interrupted by the COVID-19 pandemic, however the committee continues to offer virtual resources while staff is working offsite.
    - In the current pandemic, the focus of our activities has shifted to individual activities. As a tool to inspire staff to focus on their own wellbeing as well as their part in our DEI work, the Administrative Manager has been sending a daily email to staff sharing links, resources, self-care tips, and offering DEI touch points.
    - Additional staff members have been empowered to share resources during this time, specifically related to communities to which they belong. Parents are sharing helpful parenting resources, members of minority groups are sharing important works that highlight their communities and the obstacles that are unique to them, and multiple staff members have shared helpful anti-racist resources.
- Ideas for activities are discussed at and generated by staff meetings.
- At these monthly staff meetings, time is devoted to the DEI Heritage Month video series that has been shared by Organizational Learning.
- On a regular basis, groups from campus have come to speak at staff meetings, not only engaging staff in their own diversity work (i.e. Spectrum Center, Office of Student Conflict Resolution*), but also empowering staff to further explore their own understanding of issues as they relate to these marginalized groups. Staff are then better equipped to refer constituents to the appropriate offices for further assistance. An example of this is when a staff member that is active in the AAPI group on campus worked with Rob Sellers' office to assist the group to engage broadly and share the resources available to them. (*OSCR presented at a staff meeting to help us recognize opportunities to refer students to the office, not as a resource for staff.)
- Organic discussions are held at stand-up meetings following events and presentations where feedback is shared among the group, and written feedback is solicited by email as well as anonymous surveys. Data is then copied precisely and anonymously into a document to be shared and discussed with senior staff.

III. Data and Analysis: Key Findings

Summary of Data
Since January 2015, the Office of the President has fluctuated in staffing, growing from seven to eleven staff, and currently employing nine full time staff members, plus a staff member working exclusively in the President's House. In the past year, two new staff members were hired, and a temporary employee was made permanent due to vacancies created by external promotions of staff.

At the outset of the DEI initiative, 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 felt as though they were treated fairly. Staff then described the current diversity and inclusion aspects of the office as supportive. Understanding one another's diverse qualities is, although positive, reported as 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.

In the years since that survey was completed, we have almost all new staff, thus another survey was performed at the end of Year 4 - in the summer of 2020.

Key Findings, Themes and Recommendations
Overall, the feeling of the staff in our office is that Diversity, Equity and Inclusion are valued by the office, with a slightly larger majority that feels that the office's application of DEI themes are taking us in the right direction. Racial diversity of staff is cited as an area for growth, but with a small group of employees with somewhat limited turnover, those opportunities are rare. (Our approach to recruiting a diverse pool of applicants is featured later in this plan.)

As we continue to adjust to the ongoing pandemic, and DEI activities have shifted more into the online realm, tools are shared widely via email and the Fleming DEI Committee website. Staff have found these resources overwhelmingly useful in strengthening their own knowledge and application of DEI themes. As one staff member said in the most recent survey (which was shared by other offices), "we all want to improve ourselves, our interactions with others, and our office. We are very small which limits us in many ways, but we are committed."

IV. Strategic Objectives, Measures of Success and Action Plans*

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. **All strategic objectives and related actions will be pursued in accordance with the law and University policy*

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):

Percentage of diverse applicants, number of times staff are provided career advancement opportunities, number of diverse candidates interviewed and hired.

FY21 Actions:

1.) As positions open, seek a more diverse applicant pool through the use of 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. Research best practices, collaborate with central HR and develop new outreach and recruitment strategies when positions are available. Continue to use TapRecruit software to create comprehensive and inclusive job postings that are more attractive to a broader audience of job seekers.

2.)Encourage staff members to attend conferences and workshops (such as Voices of the Staff's StaffWorks Conference, the NCID Leadership Conference for DEI Leads, Women of Color Task Force Conference, ACE Women's Conference, and others) as development opportunities. Additionally, share and encourage staff to enroll in self-led courses geared toward diversity education.

3.)Utilize Organizational Learning and Professional Development courses and staff assistance programs as necessary.

4.)Implement mentorship program in office to stimulate growth opportunities and consistently invest in the development of staff. (This program is currently in the planning process.)

Primary DE&I Goal: Diversity

Other applicable domain: Promoting an equitable and inclusive community

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.

FY21 Actions:

1.) Civility and DEI training and presentations at staff meetings (ongoing).

2.) Active participation in the Fleming DEI Committee's events, those that are scheduled as part of the Diversity Summit Week as well as others throughout the year.

3.)Encourage staff to represent the office at diversity themed events, especially the events held during Diversity Summit Week, and/or stream the event video if unable to attend in person.

4.)In line with new social distancing guidelines and restrictions on non-essential expenditures, distribute and encourage staff to engage with available resources that are online to further our DEI initiative.

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 DEI.

Measures of Success (for Objective 1):

University employee satisfaction survey results, unit Diversity, Equity and Inclusion survey results.

FY21 Actions:

1.) Staff will engage in University and Community activities via volunteer work, and promote 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. In the event of staff conflict, utilize existing University pathways for reporting concerns and encourage staff to report concerns for resolution.
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, Women of Color Task Force Conference, ACE Women's Conference, Commencement Ceremony and events, etc.)

Primary DE&I 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):

Decreased number of problematic issues highlighted in survey over time.

FY21 Actions:

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

Primary DE&I 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 recorded participation.

FY21 Actions:

1.) Videos, activities and icebreakers from DEI toolkit are utilized at staff meetings to help us communicate our backgrounds and experiences effectively.
2.) Encourage staff to participate in the Fleming DEI Committee events scheduled throughout the year.

Primary DE&I Goal: Diversity, Equity and Inclusion

Other applicable domain: Education and Scholarship

Five-Year Strategic Objective 4:

Educate our community on sexual and gender-based 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% completion rate for mandatory training.

FY21 Actions:

1.) Support central efforts to educate faculty, staff and students on the forthcoming University of Michigan Policy and Sexual and Gender-Based Misconduct Prevention ("umbrella policy").
2.) Develop and socialize unit-specific value statements that align and reinforce the forthcoming university level values that promote culture and climate change consistent with both the Diversity, Equity & Inclusion, and Sexual and Gender-Based Misconduct Prevention work that is already underway.

Primary DE&I Goal: Diversity, Equity and Inclusion

Other applicable domain: Recruitment, Retention and Development

IV. D. Service

Overall

Five-Year Strategic Objective 1:

Achieve and maintain outstanding customer service.*

Measures of Success (for Objective 1):

Number of complaints vs kudos received via the comment cards at reception desk, through presoff email, calls to office, and comments in upcoming customer service survey.

FY21 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.
3.) Routinely schedule educational sessions with all President's staff to review protocols for anyone seeking redress (which may include student protests) in an endeavor to ensure effective communication.

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 one another'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 actin in ways that support and promote the Diversity, Equity, and Inclusion initiative, 2.) enhance professional development by participating in courses ad 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 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 group of applicants, and to provide career advancement and growth opportunities.	Percentage of diverse applicants, number of times staff are provided career advancement opportunities, number of diverse candidates interviewed and hired.	**1.)** As positions open, seek a more diverse applicant pool through the use of 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. Research best practices, collaborate with central HR and develop new outreach and recruitment strategies when positions are available. Continue to use TapRecruit software to create comprehensive and inclusive job postings that are more attractive to a broader audience of job seekers. 2.)Encourage staff members to attend conferences and workshops (such as Voices of the Staff's StaffWorks Conference, the NCID Leadership Conference for DEI Leads, Women of Color Task Force Conference, ACE Women's Conference, and others) as development opportunities. Additionally, share and encourage staff to enroll in self-led courses geared toward diversity education. 3.)Utilize Organizational Learning and Professional Development courses and staff assistance programs as necessary. 4.)Implement mentorship program in office to stimulate growth opportunities and consistently invest in the development of staff. (This program is currently in the planning process.)	Katie McGaffigan Liz Barry Erika Hrabec	NA

VI. 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.	1.) Civility and DEI training and presentations at staff meetings (ongoing). **2.)** Active participation in the Fleming DEI Committee's events, those that are scheduled as part of the Diversity Summit Week as well as others throughout the year. 3.)Encourage staff to represent the office at diversity themed events, especially the events held during Diversity Summit Week, and/or stream the event video if unable to attend in person. 4.)In line with new social distancing guidelines and restrictions on non-essential expenditures, distribute and encourage staff to engage with available resources that are online to further our DEI initiative.	Katie McGaffigan Liz Barry Erika Hrabec All Staff	NA

VI. 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. Utilize staff networks to assist us in developing a better understanding of different perspectives on a variety of topics/issues related to DEI.	University employee satisfaction survey results, unit Diversity, Equity and Inclusion survey results.	1.)Staff will engage in University and Community activities via volunteer work, and promote 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. In the event of staff conflict, utilize existing University pathways for reporting concerns, and encourage staff to report concerns for resolution. 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, Women of Color Task Force Conference, ACE Women's Conference, Commencement Ceremony and events, etc.)	All Staff	Participation/ Registration fees
Office Staff	Track internal perceptions of the inclusive nature of the President's Office.	Decreased number of problematic issues highlighted in survey over time.	1.)Develop and implement climate assessment survey that is suitable for a unit of our size. 2.)Develop and distribute an assessment survey for our external constituents that gives and outside perspective on the climate and service around our office.	Katie McGaffigan Erika Hrabec	NA
Office Staff	Increase cultural awareness of diverse groups and identities.	Number of DEI activities/topics at staff meetings and recorded participation.	1.)Videos, activities and icebreakers from DEI toolkit are utilized at staff meetings to help us communicate our backgrounds and experiences effectively. 2.)Encourage staff to participate in the Fleming DEI Committee events scheduled throughout the year.	Katie McGaffigan Liz Barry Erika Hrabec	NA
Office Staff and University Community	Educate our community on sexual and gender-based misconduct prevention in an effort to promote a safe and supportive environment for all members to work, learn and thrive.	100% completion rate for mandatory training.	1.)Support central efforts to educate faculty, staff and students on the forthcoming University of Michigan Policy and Sexual and Gender-Based Misconduct Prevention ("umbrella policy"). 2.)Develop and socialize unit-specific value statements that align and reinforce the forthcoming university level values that promote culture and climate change consistent with both the Diversity, Equity & Inclusion, and Sexual and Gender-Based Misconduct Prevention work that is already underway.	All Staff	NA

VI. 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.* *Staff should always feel comfortable speaking up about issues or conversations that are hurtful, and giving positive and negative feedback without retribution.	Number of complaints vs kudos received via the comment cards at reception desk, through presoff email, calls to office, and comments in upcoming customer service survey.	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. 3.)Routinely schedule educational sessions with all President's staff to review protocols for anyone seeking redress (which may include student protests) in an endeavor to ensure effective communication.	Katie McGaffigan Liz Barry Erika Hrabec All Staff	NA

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 with the Fleming DEI Committee 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
- focus on works with a distinct DEI focus in the Fleming DEI Committee Media Club – like a book club for discussions among coworkers about articles, documentaries, or other media that are timely and broaden our understanding of others
  Estimated total: $1,000
  Purchase multi-cultural resources (books, signage, etc.)
  Estimated 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-five implementation plans.

In fiscal year 2021, 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 present to the President in the spring of 2021.