

Business and Finance

Diversity, Equity,
and Inclusion
Strategic Plan

FY 2025

2.0



OFFICE OF
DIVERSITY, EQUITY & INCLUSION
UNIVERSITY OF MICHIGAN

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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.

Goals: Diversity Equity & Inclusion

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 Business and Finance

Business and Finance (B&F) seeks to enhance diversity, equity, and inclusion among its five areas: Facilities and Operations, Finance, Investment Office, Shared Services Center and University Human Resources. The more diverse our staff, the more equitable our experience, and the more inclusive our workplaces, the better we are able to create a positive workplace climate. We believe this type of climate attracts and retains the best talent and enables us all to provide exceptional service to advance the university's mission. B&F is committed to ensuring all staff are valued and supported.

Key Strategies & Constituencies*:

The B&F staff members are the main constituency of this plan. Except where specified, the plan pertains to all B&F staff. Our DEI team, supported by senior leadership, has identified a limited number of strategic objectives to further university-wide goals for DEI. These have been aggregated into the three distal objectives determined by the university. Each of these strategic objectives is accompanied by metrics that will be tracked over time, as well as descriptions of single- and, in some cases, multiple-year actions B&F will take to accomplish those objectives.

In addition to the overall B&F strategic objectives stated here, it should be noted that the B&F unit is also responsible for several central U-M activities related to DEI 2.0.

Additional information on these central activities DEI 2.0 activities may be found on the diversity.umich.edu website.

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

Implementation Highlights and Planning Process Used

Planning Team

Three major constituency groups comprised the planning team: 1) executive leadership, consisting of the associate vice president of each B&F unit, 2) the B&F DEI Lead, 3) the B&F Diversity Working Group (BFDWG), and 4) Jane Pettit, Organizational Learning.

At the beginning of the university's initial Diversity, Equity, and Inclusion Five-Year Strategic Plan, known as DEI 1.0, B&F leadership appointed and charged the B&F Diversity Working Group (BFDWG) to oversee the strategic planning process. The BFDWG continued to serve as a key constituent on the DEI 2.0 planning team.

Members of the BFDWG included:

- Eileen Rider, B&F DEI Lead and BFDWG chair
- Sharon Curry, Facilities and Operations
- Kristie Beckon, Finance
- Cory Belote, Finance
- Sarah Herwick, Investment Office
- Kelsey Townsend, Shared Services Center
- Katie Reece, University Human Resources (UHR)
- Carolyn VerBurg, University Human Resources (UHR)

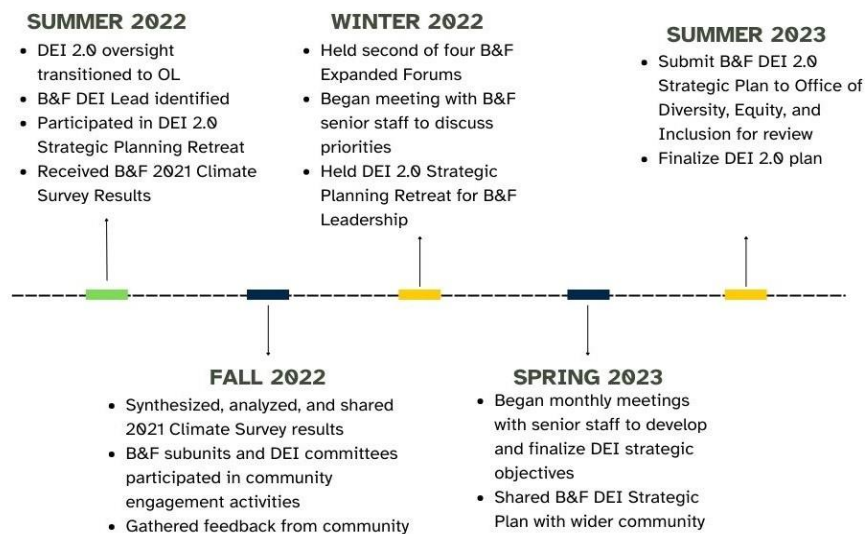
In addition to the BFDWG, other members of the DEI 2.0 planning team included Carol Lee and Jane Pettit, team members from the Organizational Learning department.

Implementation Highlights and Planning Process Summary

The 2021-22 academic year marked the conclusion of DEI 1.0. Coinciding with the conclusion of DEI 1.0 was the launch of the 2021 Campus Climate Survey. The survey results were released in 2022. Also during the 2021-22 academic year, the B&F unit along with 50 units across the university, engaged in a yearlong self-evaluation process of their DEI 1.0 efforts. The results of the evaluation process and the 2021 Climate Survey results helped to inform the DEI 2.0 planning process.

During the 2022-23 academic year, DEI 2.0 planning occurred and included several crucial engagement activities aimed at updating the B&F community about 2021 Climate Survey outcomes and potential focus areas for DEI 2.0. For instance, certain departments within B&F opted to conduct town halls and DEI retreats to unite and collect feedback from their communities and DEI committees. Other key activities involved soliciting feedback from B&F senior staff regarding their desired focus areas for DEI 2.0. The following illustrates major milestones during the planning year.

KEY B&F DEI 2.0 PLANNING MILESTONES



Key B&F DEI 2.0 Planning Milestones

Summer 2022

- DEI 2.0 oversight transitioned to OL
- B&F DEI Lead identified
- Participated in DEI 2.0 Strategic Planning Retreat
- Received B&F 2021 Climate Survey Results

Fall 2022

- Synthesized, analyzed, and shared 2021 Climate Survey results
- B&F subunits and DEI committees participated in community engagement activities
- Gathered feedback from community

Winter 2022

- Held second of four B&F Expanded Forums
- Began meeting with B&F senior staff to discuss priorities
- Held DEI 2.0 Strategic Planning Retreat for B&F Leadership

Spring 2023

- Began monthly meetings with senior staff to develop and finalize DEI strategic objectives
- Shared B&F DEI Strategic Plan with wider community

Summer 2023

- Submit B&F DEI 2.0 Strategic Plan to Office of Diversity, Equity, and Inclusion for review
- Finalize DEI 2.0 plan

In its first year of the DEI 2.0 strategic plan, B&F focused on community engagement to convey its key priorities, such as leadership commitment, pay equity analysis, and inclusive career development. Much of the year was dedicated to engaging and socializing the DEI 2.0 plan, fostering understanding and buy-in across the B&F organization. These efforts aimed to cultivate a diverse, equitable, and inclusive culture, ensuring a supportive environment for all employees. The sub-units within B&F also engaged their staff to increase awareness of DEI 2.0 priorities and how the priorities aligned with their work.

To coincide with the University's DEI 2.0 launch, Business and Finance also launched a unit-wide communication campaign to highlight the unit's DEI 2.0 priorities, first with a video announcement, followed by the unit's first-ever quarterly DEI newsletter. The DEI newsletter kept B&F staff informed of the DEI 2.0 priorities, annual timeline, and provided additional opportunities for engagement. Within the B&F sub-units, engagement efforts were tailored to each unit.

For example, within the Shared Services Center (SSC), efforts were aimed at involving its 300-plus staff members through a range of initiatives. Quarterly virtual town halls

and bi-annual all-staff gatherings provided opportunities for communication and collaboration, fostering a sense of unity within the team. The unit's annual community service events, including Meals on Wheels and Toys for Tots, not only contributed to the wider external community, but also strengthened bonds among staff. Additionally, the SSC's DEI Book Club, DEI Movie Screenings, and various DEI training events were aimed at promoting diversity, equity, and inclusion within the team, fostering an environment of understanding and respect. For Finance staff, engagement activities were equally varied and valuable. Engaging in events such as the Ross Positive Business conference, provided opportunities for learning and growth. In addition, efforts such as the development of a "Socially Responsible Procurement" policy highlighted the unit's commitment to creating more socially and ethically responsible financial processes. Finally, the unit aimed to further promote well-being and inclusivity among staff by promoting and participating in workshops that focused on stress management, acknowledging multicultural holidays and observances. In Year 1, the Investment Office completed the framework for career development opportunities for staff, offered staff individual and group options for skip-level meetings, and regularly assessed areas of improvement in leadership meetings. Additionally, new staff was hired with the use of Datapeople to ensure job descriptions were equitable and inclusive. Finally, opportunities were offered for staff to connect to purpose with three offsite field trips.

The focus for this first year within UHR was also centered on community engagement, specifically, the enhancement of existing infrastructure to better support DEI 2.0 efforts. This led to the formation of a UHR DEI 2.0 committee. Similarly, the launch of DEI 2.0 prompted the creation of a DEI Guiding team in Facilities and Operations.

In addition to these community engagement activities, several other factors played significant roles in advancing B&F's progress on its DEI 2.0 Year One plan implementation. Firstly, the BF Diversity Working Group (BFDWG), initially established for DEI 1.0, greatly facilitated the process by providing a platform for information exchange, engaging subunits, and sharing marketing resources. This structure also served as a conduit for disseminating best practices for DEI committee work. For instance, the Facilities and Operations (F&O) unit formed a new F&O DEI Guiding Team for DEI 2.0, bolstered by leadership backing and representation from all F&O units, in addition to BFDWG membership.

Additionally, the B&F DEI lead initiated a collaboration with the new director of executive communications for the EVP/CFO, forming a partnership aimed at enhancing B&F-wide DEI communications throughout the year. This strategic alliance facilitated

improved dissemination of information regarding DEI 2.0 initiatives to all B&F staff, ensuring broader awareness and engagement across the organization.

Finally, overarching leadership support was instrumental throughout the DEI 2.0 implementation. Leadership involvement in crafting the DEI 2.0 strategic objectives fostered buy-in and commitment, pivotal for guiding the implementation process across subunits.

Data and Analysis: Key Findings

Summary of Data

To shape its strategic objectives and action plans, the B&F DEI 2.0 planning team drew on several data points. First, staff demographics¹, which was sourced from the UM HR Information Systems, which enables one to view demographic information by various filters such as EVP and department. This system enables categorization based on the subunits in B&F. The second source of B&F staff demographics is the UM DEI Demographic Metrics Report² compiled by the UM Office of Diversity, Equity, and Inclusion (ODEI), which provided aggregated B&F staff demographics data from Fall 2019 to Fall 2022. Third, the 2021 Climate Survey also served as a significant data source, providing insights into employees' perceptions and attitudes towards B&F's climate and other DEI-related practices. Finally, B&F proactively gathered qualitative data through community engagement activities throughout the planning year to collect feedback from staff in B&F. These various data sources informed and guided B&F's DEI 2.0 plan.

¹ Source: UM HR Information Systems

² Staff data in the UM DEI Demographic Metrics report were sourced from HR02, the Human Resource Snapshot. Data include all regular, active, and paid leave staff. Staff are grouped by Age.

B&F Staff Demographics

As of May 2024, the B&F community was composed of 2,756 staff – 47% females and 53% males. The average age of B&F staff was 46.

B&F Employee Profile (May 2024)

	Headcount	% Female	% Male	% URM	% Minority	Avg. Age	Avg. Yrs. Of Service
EVP/CFO	17	59%	41%	18%	18%	52	11
Facilities & Operations	1646	29%	71%	26%	29%	47	12
Finance	397	63%	37%	13%	19%	46	12
Investment Office	27	48%	52%	15%	26%	43	8
Shared Services Center	325	77%	23%	18%	22%	42	7
University Human Resources	344	84%	16%	19%	26%	46	11

DEI Demographic Metrics Results for B&F Staff

Table 1: Staff Demographic Diversity

<i>All groups smaller than 5 are indicated by **</i>							
Age	Race/Ethnicity	Sex	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023
<20	Black or African American	Male			**	**	
	Hispanic or Latino	Male				**	**
	White	Female				**	
	White	Male			**		**
20-29	American Indian or Alaska Native	Female	**				
	American Indian or Alaska native	Male					**
	Asian	Female	5	**	**	5	7

	Asian	Male	**	**	**	**	**
	Black or African American	Female	29	26	21	21	24
	Black or African American	Male	23	24	16	27	30
	Hispanic or Latino	Female	12	13	12	10	16
	Hispanic or Latino	Male	**	5	5	9	7
	White	Female	100	88	79	76	94
	White	Male	92	80	69	70	74
	Two or More	Female	7	6	5	9	8
	Two or More	Male	7	8	6	6	7
	Unknown	Female	**	**	**	**	**
	International	Female	**				**
	International	Male		**	**		**
30-39	American Indian or Alaska Native	Male			**	**	**
	Asian	Female	7	7	10	12	11
	Asian	Male	5	**	**	6	8
	Black or African American	Female	35	34	36	39	50
	Black or African American	Male	49	44	41	48	46
	Hispanic or Latino	Female	10	10	9	11	17
	Hispanic or	Male	13	9	8	13	14

	Latino						
	Native Hawaiian or Other Pacific Islander	Female					**
	White	Female	167	163	166	180	189
	White	Male	230	235	205	222	234
	Two or More	Female	8	9	9	9	6
	Two or More	Male	7	8	8	7	10
	Unknown	Female	**	**	**	**	**
	Unknown	Male	**	**	**	**	**
	International	Female	**	**	**	6	6
	International	Male			**	**	**
40-49	Asian	Female	15	14	16	18	20
	Asian	Male	5	5	7	8	8
	Black or African American	Female	49	50	51	44	43
	Black or African American	Male	35	34	37	40	49
	Hispanic or Latino	Female	8	9	8	9	13
	Hispanic or Latino	Male	8	9	5	6	5
	Native Hawaiian or Other Pacific Islander	Male	**	**	**	**	**
	White	Female	189	183	181	193	201
	White	Male	293	300	241	255	260
	Two or More	Female	6	5	6	7	7

	Two or More	Male	**	5	**	7	7
	Unknown	Female	**			**	**
	Unknown	Male	6	5	5	**	**
	International	Female					**
	International	Male	**	**	**	**	**
50-59	American Indian or Alaska Native	Male	**	**	**	**	
	Asian	Female	8	8	13	11	13
	Asian	Male	9	11	9	9	9
	Black or African American	Female	48	46	50	53	54
	Black or African American	Male	52	51	46	51	48
	Hispanic or Latino	Female	12	13	12	16	17
	Hispanic or Latino	Male	21	21	18	16	16
	White	Female	292	287	281	289	288
	White	Male	386	376	313	307	299
	Two or More	Female	5	**	**	**	**
	Two or More	Male	9	8	6	7	7
	Unknown	Female	**	**	**	**	**
	Unknown	Male	6	6	**	5	6
	International	Female				**	**
	International	Male	**	**			
60-64	American Indian	Male			**	**	**

	or Alaska Native						
	Asian	Female	**	**	**	**	**
	Asian	Male	**	**	**	**	**
	Black or African America n	Female	18	17	21	14	15
	Black or African America n	Male	21	19	18	24	22
	Hispanic or Latino	Female	**	**	**	**	**
	Hispanic or Latino	Male	7	6	8	10	10
	White	Female	92	93	87	84	95
	White	Male	129	133	130	142	136
	Two or More	Female		**	**	**	**
	Two or More	Male	**	**	**	**	**
	Unknow n	Male	5	5	**	**	**
	Internat ional	Male		**	**		
65-69	America n Indian or Alaska Native	Male	**	**	**		
	Asian	Female	**	**	**	**	**
	Asian	Male	**	**	**	**	**
	Black or African America n	Female	7	5	**	7	10
	Black or African America n	Male	8	12	10	10	8
	Hispanic or Latino	Male	**	**	**	**	**

	White	Female	36	35	40	30	34
	White	Male	50	50	32	34	37
	Two or More	Female	**				
	Unknown	Female	**				
	Unknown	Male		**	**	**	**
70-74	Asian	Female	**		**		
	Black or African American	Female	**	**	**	**	**
	Black or African American	Male	**	**	**	**	5
	White	Female	**	**	6	9	8
	White	Male	10	15	14	9	9
	Unknown	Female	**				
75+	Asian	Male	**		**	**	**
	Black or African American	Male	**	**	**		
	White	Female			**	**	**
	White	Male	**	**	**	**	**
	Unknown	Female	**				
<20	Non-Underrepresented Minority	Female				**	
	Non-Underrepresented Minority	Male			**		**
	Underrepresented Minority	Male			**	**	**
20-29	Non-Underre	Female	110	94	84	84	103

	present ed Minority						
	Non-Underre present ed Minority	Male	93	81	71	74	77
	Underre present ed Minority	Female	46	43	36	38	47
	Underre present ed Minority	Male	34	37	27	41	46
30-39	Non-Underre present ed Minority	Female	177	174	181	197	204
	Non-Underre present ed Minority	Male	241	244	213	232	246
	Underre present ed Minority	Female	51	51	51	55	72
	Underre present ed Minority	Male	67	59	57	69	70
40-49	Non-Underre present ed Minority	Female	205	197	197	212	222
	Non-Underre present ed Minority	Male	304	310	253	267	271
	Underre present ed Minority	Female	63	64	65	60	63

	Underrepresented Minority	Male	46	49	47	54	62
50-59	Non-Underrepresented Minority	Female	303	298	396	304	306
	Non-Underrepresented Minority	Male	403	395	327	322	316
	Underrepresented Minority	Female	64	62	64	71	73
	Underrepresented Minority	Male	83	81	70	74	69
60-64	Non-Underrepresented Minority	Female	93	94	89	86	99
	Non-Underrepresented Minority	Male	136	140	134	146	141
	Underrepresented Minority	Female	20	21	25	18	20
	Underrepresented Minority	Male	29	27	29	37	36
65-69	Non-Underrepresented Minority	Female	39	37	41	32	36
	Non-Underrepresented	Male	53	53	35	36	40

	ed Minority						
	Underrepresented Minority	Female	8	5	**	7	10
	Underrepresented Minority	Male	11	17	15	13	11
70-74	Non-Underrepresented Minority	Female	5	**	7	9	8
	Non-Underrepresented Minority	Male	10	15	14	9	9
	Underrepresented Minority	Female	**	**	**	**	**
	Underrepresented Minority	Male	**	**	**	**	5
75+	Non-Underrepresented Minority	Female	**		**	**	**
	Non-Underrepresented Minority	Male	**	**	**	**	**
	Underrepresented Minority	Male	**	**	**		

Table 2: Staff by Age

<i>All groups smaller than 5 are indicated by **</i>					
Age	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023
<20			**	**	**
20-29	284	256	219	237	277
30-39	539	532	506	561	602
40-49	620	623	563	594	621
50-59	854	837	757	772	765
60-64	278	283	278	287	296
65-69	111	112	94	88	97
70-74	19	21	26	23	24
75+	5	**	6	**	**

Table 3: Staff by Race/Ethnicity

<i>All groups smaller than 5 are indicated by **</i>					
Race/Ethnicity	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023
American Indian or Alaska Native	5	**	5	5	7
Asian	65	60	71	79	89
Black or African American	379	365	357	384	406
Hispanic or Latino	99	101	91	106	123
Native Hawaiian or Other Pacific Islander	**	**	**	**	**
White	2071	2043	1849	1903	1963
Two or More	53	57	50	59	59
Unknown	30	25	20	21	22
International	7	10	7	10	18

Table 4: Staff by Sex

<i>All groups smaller than 5 are indicated by **</i>					
Sex	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023
Female	1191	1149	1145	1184	1277
Male	1519	1517	1306	1384	1412

Table 5: Staff by Underrepresented Minority (URM)

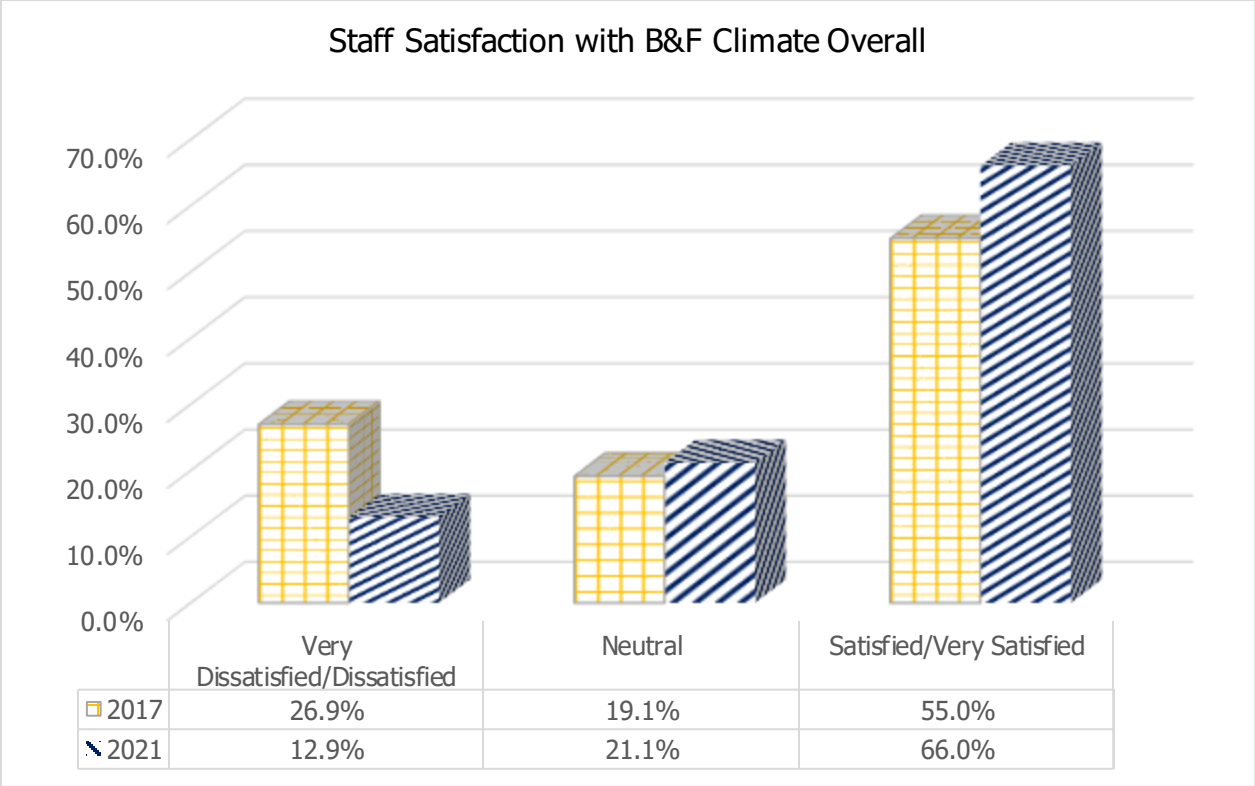
<i>All groups smaller than 5 are indicated by **</i>					
URM	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023
Non-Underrepresented Minority	2176	2137	1948	2014	2084
Underrepresented Minority	527	519	496	544	587

2021 Climate Survey Results

The B&F DEI 2.0 planning relied on the 2021 Climate Survey results as another data point to begin exploration of DEI 2.0 strategic objectives. While the 2021 and 2016-2017 climate survey efforts shared similarities, their survey designs did not intend to create a longitudinal comparison of B&F staff population between the two efforts. Therefore, B&F level changes were only considered where comparable measures were asked both in 2017 and 2021.

Staff Satisfaction with Overall Climate in B&F

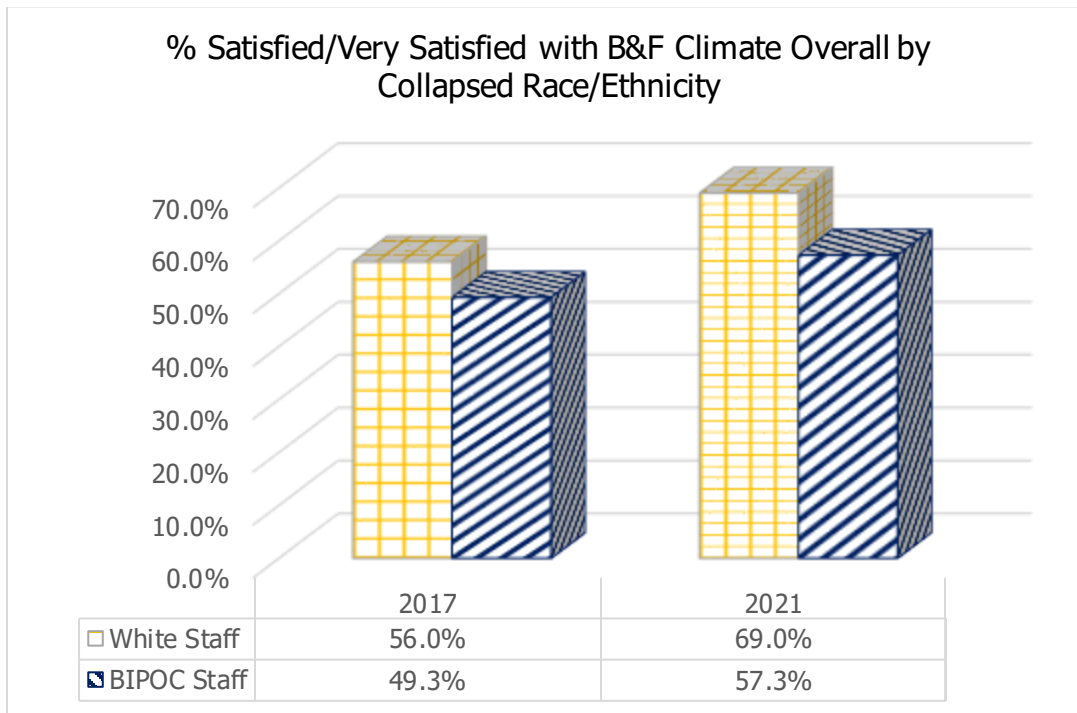
One area of comparison is staff satisfaction with the overall climate in Business and Finance. Compared to 2017 data, the overall perception of satisfaction with the work unit climate increased by 11%.



Taking into consideration the dimensions of race/ethnicity, staff satisfaction with the overall B&F climate increased for both White and BIPOC³ staff from 2017 to 2021.

³ In many places within the 2021 Climate Survey report, breakouts of individual race/ethnicity categories resulted in cell sizes that are too small to report. As such, a collapsed version of race/ethnicity is abbreviated in report columns as BIPOC (meaning “Black, Indigenous, and People of Color”). This category will include any participant who identified as being African American/Black, Asian American/Asian/Pacific Islander, Hispanic/Latino/a, Middle Eastern/North African, Native American/Alaskan Native, Other Race/Ethnicity, or More Than One Race/Ethnicity. The comparable statistic from the 2017 report is “Non-white”.

However, BIPOC staff reported satisfaction with the B&F climate less positively than White staff.



Perceptions of B&F – Specific Characteristics

Staff were asked about specific DEI-related aspects to their work unit. The following are selected from the climate survey and represented areas of strength and potential focus areas for the unit.

Sense of Belonging

- 72.6% of staff feel valued as an individual
 - Asian-American/Asian (74.4%), multiracial (70.5%), and African-American/Black (60.4%) respondents agree
 - Slightly more than half of “other race/ethnicity” (58.3%) respondents agree
- 51.7% of staff have found one or more communities where they feel they belong in their unit
 - Fewer men (47%) agree (vs. 55.6% of women)
 - Fewer multiracial (47.7%), Asian-American/Asian (41%), and African-American/Black (39.4%) respondents agree

- 13.5% of staff have considered leaving because they don't feel welcome in their unit
 - African-American/Black (18.9%), Asian-American/Asian (12.8%), and multiracial (13.6%) respondents agree

Support and Development

- 61.7% of staff feel they have equal opportunities for professional success
 - Fewer Hispanic/Latino (40.0%) and African-American/Black (49.5%) respondents agree
 - More "other race/ethnicity" (58.3%), multiracial (56.8%), and Asian-American/Asian (51.3%) respondents agree than Hispanic/Latino and African-American/Black respondents
- 65.3% of staff feel they're able to perform up to their full potential
 - Hispanic/Latino (60.0%), African-American/Black (50.5%), "other race/ethnicity" (58.3%), multiracial (68.2%), and Asian-American/Asian (61.5%) respondents agree
- 64.9% of staff have experienced positive professional growth in their unit
 - Fewer "other race/ethnicity" (41.7%) respondents agree
 - More Asian-American/Asian (71.4%) respondents agree
- 64.4% of staff believe support is provided equitably
 - Fewer African-American/Black (45.7%) respondents agree
 - More Hispanic/Latino (53.3%), Asian-American/Asian (60.5%), and multiracial (65.9%) respondents agree

Recognition

- 41.1% believe processes for determining compensation are equitable
 - Fewer African-American/Black (25.8%), Hispanic/Latino (33.3%), Asian-American/Asian (38.5%), and multiracial (38.6%) respondents agree
- 43.1% feel rewards for work performance are distributed fairly
 - Fewer men (41.4%) than women (45%) agree
 - Fewer African-American/Black (30.1%) agree
 - More Asian-American/Asian (48.7%) and multiracial (47.7%) respondents agree

Key Findings, Themes and Recommendations

Looking at various data, several themes were identified that helped shape the objectives and action plans. Some of the themes identified through both data analysis and engagement activities with staff members within Business and Finance included:

- Continue to provide education and develop DE&I skills beyond awareness to extend to behavior change
- Career development and advancement
- Hiring and HR practices
- Staff and leadership diversity
- Culture and climate, recognizing differential experiences among BIPOC staff communities within B&F in particular
- Pay equity
- Rewards and recognition

Strategic Objectives, Measures of Success and Action Plans*

Introduction:

The strategic objectives needed to further the university-wide goals of diversity, equity, and inclusion have been aggregated into three distal objectives determined by the university. Those three distal objectives are People, Process, and Products. Each of these strategic objectives is accompanied by metrics that will be tracked over time, as well as descriptions of single and multiple year actions we will take to accomplish those objectives.

The B&F DEI 2.0 plan covers all B&F staff.

What follows is a description of the university distal objectives and the overarching B&F five-year strategic objective related to the U-M distal objective. **Each U-M distal objective has one related B&F strategic objective that applies to all of B&F.** Those global B&F strategic objectives are numbered 1, 2, and 3, aligning with the People, Process, and Products distal objectives, respectively. The B&F-wide strategic objectives are inclusive of all units within B&F. Because each unit has unique functions and needs related to DEI, some B&F units developed *additional* five-year strategic objectives that align with the overarching B&F strategic objectives. These unit-specific

strategic objectives are pertinent to the specific unit operations and employees. These objectives are numbered 1a, 1b, etc. For units opting to track along the B&F-wide objectives, their action items will align directly with the B&F-wide objectives. The constituencies, where noted, will align with all B&F staff, or in the case of unit-based strategic objectives, the staff of that unit.

For additional detail on assignments, timelines, and accountabilities, see the Action Planning Table.

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

PEOPLE (Recruit, Retain & Develop a Diverse Community)

Strategies and action items for **People** are designed to bolster and extend the work of all units by introducing effective programs and procedures aimed at recruiting, retaining, and supporting a diverse campus community. DEI-related recruitment and retention efforts across campus reflect the varied needs and goals of specific units and groups.

B&F Five-Year Strategic Objective 1: Career Development: Support high-quality career development to encourage professional growth of B&F staff.

Key Constituency: All B&F Staff

Actions:

- Formalize the B&F policy for hybrid work
- Establish a broader B&F recognition program, which will include a B&F DEI Award

Metrics:

- Number of staff roles with salary reviews completed
- Demographic characteristics of supervisor cohort who participated in career development activities
- Number of senior staff with completed succession plan
- Number of salary reviews conducted
- Professional development plans included in annual reviews of staff
- Staff participation in appropriate programs on or off campus

Primary DEI Goal: Equity

Secondary DEI Goal: Diversity and Inclusion

Investment Office (I/O) Five-Year Strategic Objective 1a:

As leaders in University Endowment Management, the Investment Office recognizes the essential need to uphold the values of the University of Michigan by intentionally utilizing language and behaviors that aid in the recruitment and retention of a broadly diverse team such as using Datapeople for all job postings. An extension of this includes the cultivation of development opportunities for our staff. To support this goal, we've established a framework used as a career development tool to provide transparency in coaching and performance expectations; instituted skip-level meetings; and engage in regular leadership meetings to assess areas of improvement.

Key Constituency: Investment Office Staff

Actions:

- Use Datapeople for all postings
- Institute skip level meetings (annual)

Metrics:

- 100% usage of Datapeople for postings
- Utilization of skip level meetings throughout the Investment Office organization
- Creation of framework for investment track

Primary DEI Goal: Equity

Secondary DEI Goal: Diversity and Inclusion

Finance Unit Five-Year Strategic Objective 1b: Aligned with overall B&F Strategic Objective 1

Key Constituency: Finance Staff

Actions:

- Institute skip level meetings

Metrics:

- Utilization of skip level meetings throughout the Finance organization

Primary DEI Goal: Equity

Secondary DEI Goal: Diversity and Inclusion

Shared Services Center (SSC) Five-Year Strategic Objective 1c:

- Continue to enhance career development and advancement opportunities
- Identify and attract a broadly diverse staff applicant pool
- Retain and develop a broadly diverse staff population

Key Constituency: SSC Staff

Actions:

- SSC Recruiter: Updating all postings using DataPeople and re-evaluating selection criteria.
- Ensuring that we are sourcing on diverse and inclusive platforms
- Refining criteria to score applicants & train scoring team
- Implementing first round screening completed by Recruiter
- Creating and managing training for hiring manager with an eye towards eliminating bias in hiring
- Implementing metrics to evaluate the success of SSC hiring practices
- Invest in each staff's success, sense of belonging, and cultural competency to increase engagement within SSC
- Identify barriers of engagement for scheduled DEI activities

Metrics:

- Employee demographics
- Employee turnover rates
- Broadly diverse staff participation/engagement with events
- Creation of an inclusive hiring process for SSC organization
- Partnership with UHR's Talent Acquisition Center of Expertise to establish high volume recruiting process for the SSC
- Development of facilitator guides for DEI activities
- Implementation by supervisors/manager of facilitator guides during huddles and team events.
- Creation and implementation of training for supervisors and managers to foster belonging and inclusion within their teams.

Primary DEI Goal: Equity

Secondary DEI Goal: Diversity and Inclusion

UHR Five-Year Strategic Objective 1d: Ensure career development opportunities are equitably available for any interested UHR team member

Key Constituency: UHR Staff

Actions:

- Evaluate career development content and access among staff in UHR.

Metrics:

- After baseline is determined, increased access to career development opportunities.
- UHR Performance and Development plan audit

Primary DEI Goal: Equity

Secondary DEI Goal: Diversity and Inclusion

PROCESS (Create an Equitable and Inclusive Campus Climate)

Strategies and action items for **Process** are designed to support and strengthen the development of policies, procedures, and practices that create an inclusive and equitable campus climate and encourage a culture of belonging in which every member of our community can grow and thrive.

B&F Five-Year Strategic Objective 2: Continue advancing and applying DEI behaviors, skills, and knowledge so that all staff respect, support, and empower people from diverse backgrounds (broadly defined).

Constituencies: All B&F Staff

Actions:

- Design and develop training programs beyond awareness and focused on skill building and behavior change:
 - Bias mitigation
 - Microaggressions
 - Bystander Intervention
- Evaluate the effectiveness of the training program focused on these knowledge and skills and behavior change
- Continue to conduct employee engagement surveys to evaluate workplace climate
- Maintain robust and systematic accountability systems and techniques for conflict identification and resolution (including, but not limited to, discrimination, bias, and harassment). B&F's pathway for conflict resolution aligns with policies outlined for staff in the University of Michigan Standard Practice Guide.

Metrics:

- Number of training programs developed
- Number of DEI related complaints/incidents documented annually
- Inclusion of completed DEI trainings in professional development plans
- Increased staff awareness of conflict resolution pathways aligned with Standard Practice Guides

Primary DEI Goal: Inclusion

Investment Office Five-Year Strategic Objective 2a: Aligned with overall B&F Strategic Objective 2

Key Constituency: Investment Office Staff

Actions:

- Host quarterly event to connect our team to purpose

Metrics:

- Number of quarterly events held

Primary DEI Goal: Inclusion

Shared Services Center (SSC) Five-Year Strategic Objective 2b: Develop and implement comprehensive assessment processes that inform ongoing best practices that foster belonging and inclusion.

Key Constituency: SSC Staff

Actions:

- Identify various groups for qualitative assessment (Focus Groups)
- Design and implement on-going assessment metrics to monitor progress
- Utilize assessment results to inform program planning and best practices
- Evaluate efforts on an ongoing basis to inform future content

Metrics:

- Increased support for marginalized groups, among others, at the SSC to help drive a sense of belonging and inclusion

Primary DEI Goal: Inclusion

PRODUCTS (Support Innovative and Inclusive Teaching, Research, and Service)

Strategies and action items for **Products** are designed to integrate DEI solutions into our educational program offerings and teaching methodology, and to ensure scholarly research on diversity, equity and inclusion, and the scholars who produce it, are valued and supported.

B&F Five-Year Strategic Objective 3: Embed DEI priorities within all B&F functions and processes to ensure our internal and external partners understand the depth of our commitment.

Constituencies: All B&F Staff

Metrics:

- Number of B&F processes that address DEI considerations (with examples)

Actions:

- Establish mechanism to track B&F activities in connection with external DEI initiatives, including, but not limited to community banking and diverse suppliers (as federally defined)
- Identify key areas of opportunity among external partners and vendors across relevant areas of B&F

Primary DEI Goal: Inclusion

Shared Service Center Five-Year Strategic Objective 3a: Strengthen focus on DEI activities and increase SSC staff involvement in these activities

Key Constituency: SSC Staff

Actions:

- Develop and implement training for supervisors and managers to foster belonging and inclusion within their teams
- Increase involvement in DEI activities within SSC
- Determine what employees need to engage in DEI activities
- Provide activities for teams and departments to be more proactive in DEI activities/training
- Strengthen focus on DEI

1. Training the supervisor and management
2. Leadership promoting the benefits of DEI

Metrics:

- Our intent is to increase engagement and sense of belonging. We will define this more after we have employee survey results.

Primary DEI Goal: Inclusion

Goal-Related Metrics – Business & Finance Measures Tracked Over Time

School, College or Unit Metrics:

This metrics listing describes data on demographic composition provided for all units in their annual DEI metrics report provided by central administration. Climate survey indicators are also included in the listing. These indicators were included in the 2021 climate survey and will again be assessed at the conclusion of DEI 2.0. These metrics have been endorsed by senior university leadership and are expected to appear in all DEI 2.0 unit level plans.

Staff

Demographic Composition:

- Headcount
- Race/ethnicity
- Sex
- Age (Generation cohort)

Climate Survey Indicators (sample indicators listed below):

- Satisfaction with unit climate/environment in work unit
- Assessment of semantic aspects of the general climate in work unit
- Assessment of semantic aspects of the DEI climate in work unit
- Feeling valued in work unit
- Feeling of belongingness in work unit
- Assessment of work unit commitment to diversity, equity, and inclusion

- Perceptions of equal opportunity for success in work unit
- Feeling able to perform up to full potential in work unit
- Feelings of professional growth in work unit
- Feelings of discrimination in work unit

Action Planning Tables with Details and Accountabilities

PEOPLE (Recruitment, Retention & Development)

Key Constituency	Strategic Objective	Associated Metrics	Detailed Actions Plan (measurable,specific)	Group/person accountable
All B&F Staff	Career development: <i>Support high-quality career development to encourage professional growth of B&F staff.</i>	<ul style="list-style-type: none"> • Number of staff roles with salary reviews completed • Demographic characteristics of supervisor cohort who participated in career development activities • Number of salary reviews conducted • Professional development plans included in annual reviews of staff • Staff participation in appropriate programs on or off campus 	<ul style="list-style-type: none"> • Formalize a B&F policy for hybrid work • Establish a broader B&F recognition program, which will include a B&F DEI Award 	B&F Senior Leadership Team
Investment Office Staff	Investment Office: <i>As leaders in University Endowment Management, the Investment Office recognizes the essential need to uphold the values of the University of Michigan by intentionally utilizing language and behaviors that aid in the recruitment and retention of a diverse team such as using Datapeople for all job</i>	<ul style="list-style-type: none"> • 100% usage of Datapeople for postings • Utilization of skip level meetings throughout the Investment Office organization • Creation of framework for investment track • 	<ul style="list-style-type: none"> • Use Datapeople for all postings • Institute skip level meetings (annual) 	B&F Senior Leadership Team, Investment Office Senior Leadership Team

	<p><i>postings. An extension of this includes the cultivation of development opportunities for our staff. To support this goal, we've established a framework used as a career development tool to provide transparency in coaching and performance expectations; instituted skip-level meetings; and engage in regular leadership meetings to assess areas of improvement.</i></p>			
Finance Staff	<p>Career development: <i>Support high-quality career development to encourage professional growth of Finance staff.</i></p>	<ul style="list-style-type: none"> Finance: Number of skip level meetings instituted 	<ul style="list-style-type: none"> Finance: Institute skip level meetings 	<p>B&F Senior Leadership Team, Finance Leadership Team</p>
SSC Staff	<p>SSC:</p> <ul style="list-style-type: none"> <i>Continue to enhance career development and advancement opportunities</i> <i>Identify and attract a broadly diverse staff applicant pool</i> <i>Retain and develop a broadly diverse staff population</i> 	<ul style="list-style-type: none"> Employee demographics Employee turnover rates Broadly diverse staff participation/engagement with events Creation of an inclusive hiring process for SSC organization Partnership with UHR's Talent Acquisition Center of Expertise to establish high volume recruiting process for the SSC Development of facilitator guides for DEI activities Implementation by supervisors/manager of facilitator guides during huddles and team events. Creation and implementation of training for supervisors 	<ul style="list-style-type: none"> SSC Recruiter: Updating all postings using DataPeople and re-evaluating selection criteria. Ensuring that we are sourcing on diverse and inclusive platforms Refining criteria to score applicants & train scoring team Implementing first round screening completed by Recruiter Creating and managing training for hiring manager with an eye towards eliminating bias in hiring Implementing metrics to evaluate the success of SSC hiring practices Invest in each staff's success, sense of belonging, and cultural competency to increase engagement within SSC Identify barriers of engagement for scheduled DEI activities 	<p>B&F Senior Leadership Team, SSC Leadership Team</p>

		and managers to foster belonging and inclusion within their teams.		
UHR Staff	UHR: <i>Ensure career development opportunities are equitably available for any interested UHR team member</i>	<ul style="list-style-type: none"> • After baseline is determined, increased access to career development opportunities. • UHR Performance and Development plan audit 	<ul style="list-style-type: none"> • Evaluate career development content and access among staff in UHR. 	B&F Senior Leadership Team, UHR Leadership Team

PROCESS (Promoting an Equitable & Inclusive Community)

Key Constituency	Strategic Objective	Associated Metrics	Detailed Actions Plan (measurable,specific)	Group/person accountable
All B&F Staff	<i>Continue advancing and applying DEI behaviors, skills, and knowledge so that all staff respect, support, and empower people from diverse backgrounds (broadly defined).</i>	<ul style="list-style-type: none"> • Number of training programs developed • Number of DEI related complaints/incidents documented annually • Inclusion of completed DEI trainings in professional development plans • Increased staff awareness of conflict resolution pathways aligned with Standard Practice Guides 	<ul style="list-style-type: none"> • Design and develop training beyond awareness and focused on skill building and behavior change: <ul style="list-style-type: none"> • Bias mitigation • Microaggressions • Bystander Intervention • Evaluate the effectiveness of the training program focused on these knowledge and skills and behavior change • Continue to conduct employee engagement surveys to evaluate workplace climate • Maintain robust and systematic accountability systems and techniques for conflict identification and resolution (including, but not limited to, discrimination, bias, and harassment). B&F's pathway for conflict resolution aligns with policies outlined for staff in the University of Michigan Standard Practice Guide. 	B&F Senior Leadership Team
Investment Office Staff	<i>Continue advancing and applying DEI behaviors, skills, and knowledge so</i>	<ul style="list-style-type: none"> • Number of quarterly events held 	<ul style="list-style-type: none"> • Host quarterly event to connect our team to purpose 	Investment Office Senior Leadership Team

	<i>that all staff respect, support, and empower people from diverse backgrounds.</i>			
SSC Staff	SSC: <i>Develop and implement comprehensive assessment processes that inform ongoing best practices that foster belonging and inclusion.</i>	<ul style="list-style-type: none"> Increased support for marginalized groups, among others, at the SSC to help drive a sense of belonging and inclusion 	<ul style="list-style-type: none"> Identify various groups for qualitative assessment (Focus Groups) Design and implement on-going assessment metrics to monitor progress Utilize assessment results to inform program planning and best practices Evaluate efforts on an ongoing basis to inform future content 	B&F Senior Leadership Team, SSC Leadership Team

PRODUCTS (Education, Scholarship & Service)

Key Constituency	Strategic Objective	Associated Metrics	Detailed Actions Plan (measurable,specific)	Group/person accountable
All B&F Staff	<i>Embed DEI priorities within all B&F functions and processes to ensure our internal and external partners understand the depth of our commitment.</i>	Number of B&F processes that address DEI considerations (with examples)	<ul style="list-style-type: none"> Establish mechanism to track B&F activities in connection with external DEI initiatives including, but not limited to community banking and diverse suppliers (as federally defined) Identify key areas of opportunity among external partners and vendors across relevant areas of B&F 	B&F Senior Staff
SSC Staff	<i>Strengthen focus on DEI activities and increase SSC staff involvement in these activities</i>	Our intent is to increase engagement and sense of belonging. We will define this more after we have employee survey results.	<ul style="list-style-type: none"> <i>Develop and implement training for supervisors and managers to foster belonging and inclusion within their teams</i> <i>Increase involvement in DEI activities within SSC</i> <i>Determine what employees need to engage in DEI activities</i> <i>Provide activities for teams and departments to be more proactive in DEI activities/training</i> 	B&F Senior Leadership Team, SSC Leadership Team

			<ul style="list-style-type: none"> • <i>Strengthen focus on DEI</i> <ol style="list-style-type: none"> 1. <i>Training the supervisor and management</i> 2. <i>Leadership promoting the benefits of DEI</i> 	
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Plans for Supporting, Tracking and Updating the Strategic Plan

The B&F DEI Lead is the Diversity, Equity and Inclusion Strategic Plan Project Manager and is the key contact for stewardship of the plan. She will be assisted by the B&F Diversity Working Group in tracking and supporting the plan implementation.

They will conduct an annual review of the plan with all relevant constituencies and gather feedback and additional ideas to be implemented throughout the year. A midyear status report on progress will be presented to B&F leadership in January and a final evaluation of metrics and accomplishments against the plan, as well as recommendations will be presented to B&F leadership beginning in April.