



University of Michigan
Division of Public Safety and Security

**Diversity, Equity & Inclusion
Strategic Plan**

2023 – 2028 | FY 2025

Overview

“We cannot be excellent without being diverse in the broadest sense of the word.”

-U-M President Santa Ono

Since assuming leadership of the University of Michigan in October 2022, President Santa J. Ono has emphasized that the U-M community’s commitment to inclusion, excellence, discovery, and integrity will be integral in meeting future challenges. The Division of Public Safety and Security (DPSS) supports and shares this commitment. We strongly believe that our commitment to diversity, equity, and inclusion is critical to our ability to ensure a safe and secure campus.

As we partner with our community to prevent the predictable, protect where vulnerable, and prepare for the unexpected, we hold diversity, equity, and inclusion among our DPSS core values:

We value and are dedicated to respecting differences, equitable practices, and intentional inclusion to create an environment where our community feels welcomed and safe.

DPSS believes that everyone plays a role in contributing to a safe and secure environment. Our ability to achieve our mission, vision, and values depends on the relationships and partnerships we build with our diverse and vibrant community of more than 88,000 students, faculty, and staff on our Ann Arbor, Flint, and Dearborn campuses.

Representatives of DPSS employees led the division-wide process to implement our strategic plan, which covers our DPSS personnel and the entirety of the community we serve. The strategic plan addresses the three university distal objectives of *People, Processes, and Products*.

Diversity, equity, and inclusion are more than goals for our Division; they are vital to achieving greater safety and security today and into the future. We believe that in order to serve U-M well, we need to gain the trust and confidence of our community members. Embedding DEI principles throughout our organization is critical to our foundation. Incorporating DEI education, awareness, and training to all staff is essential to our ability to provide excellent services to our community.

“In 2025, we envision a campus where implicit bias does not exist, and there is awareness, education, and an investment in relationships with people.”

- DPSS Executive Director Eddie L. Washington, Jr

Our dedication to creating an environment where our community feels welcomed and safe is inseparable from our commitment to diversity, equity, and inclusion.

Throughout the plan’s five-year implementation (2023-2028), we will continue to assess and refine our program.

Strategic Plan Overview

Goals

We aspire to provide service excellence that exceeds the expectations of our community, guided by diversity, equity, and inclusion.

Diversity

- A broadly diverse workforce that meets the needs of the population we serve through recruiting, hiring practices, professional development, partnerships, and training
- Expand marketing and outreach efforts to generate interest in DPSS services and career opportunities

Equity

- More professional development opportunities
- Staff engagement in training and education
- Data transparency through DPSS dashboards and real-time feedback mechanisms

Inclusion

- Improved engagement, goal-setting, and communication among staff across the division and campus
- Increased participation in diversity, equity, and inclusion-focused training opportunities
- Review of staff surveys that include DEI-related measures such as trust, fairness, and transparency
- Extend partnerships across campus through collaborative training and educational programming

Rationale

Our dedication to creating an environment where our community feels welcomed and safe is inseparable from our commitment to diversity, equity, and inclusion. By building trusting relationships with our community and university partners, we can identify problems early, intervene, and better protect our students, staff, faculty, patients, and visitors. To have this trust, we must have an authentic appreciation for each other's differences, experiences, and perspectives and a genuine desire for continuous learning.

Key Strategies & Constituencies

The DPSS staff members are the primary constituencies of this plan. Our DEI team, supported by senior leadership, has identified several strategic objectives to further university-wide goals for DEI. These have been aggregated into the three distal objectives determined by the university—*People, Processes, and Products*. Each of these objectives is accompanied by metrics that will be tracked over time to measure success and descriptions of single- and, in some cases, multi-year actions DPSS will take to accomplish them.

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

Implementation Highlights and Planning Process Used

DPSS DEI Planning Leads

- Mariana Akasheh, Director, DEI and Organizational Culture
- Carmalita Yeizman, Associate Director, DEI and Organizational Culture

Implementation Team

- Stacy Ede, DPSS Human Resources
- Paris Toone, DPSS Human Resources
- Celia Robinson, U-M Dearborn Public Safety Department
- Erin Rogers, DPSS Dispatch Operations
- Michelle Chatell, DPSS Dispatch Services
- Lisa Svoboda, DPSS Dispatch Services
- Tomika DePriest, DPSS Strategic Communications
- Amanda Hudek, DPSS Strategic Communications
- Nicholas Roush, DPSS Museums Security
- Heather Bromley, U-M Flint Public Safety Department
- Maureen Burke, DPSS Prevention and Engagement
- Paula Williams, DPSS U-M Police Department
- Ryan Reddig, DPSS Michigan Medicine Security
- Anthony Hester, DPSS Guest Services Specialist
- Jay Wright, DPSS Guest Services Specialist
- Mekisha Ross, DPSS Housing Security
- Macey Robertson, DPSS Student Team member

Implementation Highlights and Planning Process Summary:

The first year of our DEI 2.0 plan was an exciting time within DPSS. We had a new strategic direction and increased resources dedicated to DEI. All DPSS staff expanded their DEI knowledge by participating in the Spectrum Center's Introduction to LGBTQIA2S+ Communities and Identities training course.

In addition to required learning, we implemented a division-wide onboarding process that emphasizes for equitable and consistent practices for new staff. A section of the onboarding modules includes reviewing U-M's DEI Basics, DEI resources, employee resource groups, and both the University's and DPSS DEI 2.0 strategic plans. This helps all staff to become aware of our DEI values and resources within the first week.

Finally, we revamped the human resources process to continue embedding DEI principles throughout. This included adding a statement to every job posting that shares our DEI values and expectations. This allows candidates to understand our DEI priorities from the very beginning.

As part of the planning process, we collected data from the following sources to drive our focal points for DEI 2.0:

- DEI 1.0 efforts
- DPSS engagement survey with snapshot findings
 - 71% response rate, with the highest scoring drivers being DEI related.
 - 85% of staff reported understanding the impact of DEI on DPSS services.
 - One key area of improvement was 24% of staff reported, "Changes are communicated effectively."

- DEI climate surveys
 - 19% increase from 2017 to 2021 in Black, Indigenous, People of Color (BIPOC) staff that reported, “My experience in my work unit has had a positive impact on my professional growth.”
- DPSS facilitated DEI-focused discussions were held from February through May 2023 with the following:
 - 9 Executive Leadership Team (ELT) members
 - 11 Senior Leadership Team (SLT) members
 - 10 Staff Advisory Team (SAT) members
 - 19 DPSS DEI Implementation team members
 - 8 Department meetings across DPSS

The Implementation Team analyzes and evaluates the data and feedback collected through U-M all-staff surveys, U-M climate surveys, DPSS employee engagement surveys, town halls, department meetings, and personnel input to help identify critical areas and opportunities to educate our staff on DEI topics further and engage with our community.

In addition, the Implementation Team regularly reviews institutional data and demographics from the U-M Human Capital Report, data warehouse, shift briefings, and departmental interviews to further assess DEI-related themes that may need incorporation into the three university-identified distal objectives.

Focusing on the university’s three objectives of *People*, *Processes*, and *Products* and associated metrics for reflection and tracking, we’ve identified strategic objectives to achieve division and university goals for diversity, equity, inclusion, and belonging.

Data and Analysis: Key Findings

Summary of Data

As we plan for DEI 2.0, we are exploring ways to strengthen relationships within our workforce and community and engage in mission-focused, mutually beneficial partnerships. We anticipate challenges related to operationalizing our plan during a climate of distrust in community relationships but will continue holding ourselves accountable to a high standard. Collaborating closely with the university Office of Diversity, Equity & Inclusion (ODEI), Student Life, Michigan Medicine, student leaders, and other university colleagues remains essential. We will also support this initiative by working together to encourage activities strategically aligned with our priorities, community feedback, and resources.

Key Findings and Themes

During DEI 1.0, DPSS staff and community members expressed interest in further developing initiatives related to these three themes:

- community engagement and communication strategies
- workforce and organizational development
- sexual and gender-based misconduct prevention, response, and education

Strategic Objectives, Measures of Success, and Action Plans*

This plan covers approximately 500 full-time DPSS staff, representing fourteen departments, three major unions, student employees, DPSS student advisory board members, and interns on the Ann Arbor campus. The strategic objectives needed to further the university-wide diversity, equity, and inclusion goals have been aggregated into three distal objectives determined by the University. Each strategic objective is accompanied by metrics that will be tracked over time and descriptions of actions we will take to accomplish these objectives. For additional details on assignments, timelines, and accountabilities, see the Action Planning Table.

Success will be measured in perceptions of peer and leadership accountability, transparent and effective communication, teamwork, collaboration, and productivity. These can be measured through both survey and informal feedback and division data. Vital strategies include the following areas:

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

Vital Strategies

Recruitment

- Discovering new sources of talent in broadly diverse pools
- Attracting highly qualified candidates

Hiring and Selection

- Selecting the best possible candidates to join our workforce and help us create value
- Ensuring the right talent is in the right place to drive the right results

Career Advancement

- Developing and preparing our staff to meet the challenges of a complex future marketplace

Diversity, Equity, and Inclusion Skill building

- Equipping staff with skills and confidence to navigate challenging situations and discussions with compassion, integrity, courage, trust, and empathy

Climate-Enhancing Activities

- Fostering vibrant, safe, and positive environments that allow all staff, faculty, and learners to feel valued, thrive, and connect to their work and personal purpose every day
- Creating an engaging, high-performing, and inclusive work environment

Pathways for Conflict Resolution

- Identifying and publicizing unit-based and university resources for reporting concerns and encouraging faculty, staff, and learners to report problems for resolution

PEOPLE (Recruit, Retain, & Develop a Diverse Community)

This distal objective focuses on strategies and action items to bolster and extend programs and procedures to recruit, retain, and support a diverse campus community.

The following objectives were determined by conducting staff surveys and reviewing recruiting and exit survey data.

Strategic People Objective 1 Ensure an equitable and inclusive learning/working environment through DEI staff training and participation.

Primary DEI Goal: Inclusion

Actions:

- Identify and recommend annual training focusing on accessibility, inclusion, and belonging for creating an accessible, equitable, and inclusive DPSS learning environment
 - Identify two DEI training opportunities and deliver by May 2025
 - Design all-new training for DPSS staff incorporating DEI values and concepts, such as accessibility, inclusion, belonging, etc., beginning July 2024
- Continue to expand the DEI space on the Communications Hub starting October 2024 to reinforce and share information related to initiatives and educational opportunities
- Continue using the Data People program in all job descriptions for the U-M job site as an enhanced writing tool that helps ensure inclusive, candidate-friendly, and effective job postings into FY25
- Formalize the Executive Leadership Exchange, a leadership shadowing program, which will provide Associate Director and equivalent staff with opportunities to shadow directors, and equitably prepare them for future career advancement
- Create a professional development program that focuses on the essential skills for leaders at all levels by January 2025

Metrics:

- Identification of two training modules by May 2025
- Measure staff engagement with Communications Hub to gauge how often/what material is being accessed and determine a target usage rate by September 2024
- Track training participation on a monthly basis to ensure compliance with DPSS official orders
- Establish a framework that is shared with all directors and associate directors by December 2024
- Begin tracking training completion for the professional development program by March 2025

Strategic People Objective 2: Attract a broadly diverse talent pool by increasing awareness and interest in DPSS

Primary DEI Goal: Diversity

Actions:

- *Continue to meet monthly with the department hiring and onboarding workgroup* to identify ways to increase outreach by utilizing a cross-section of participants from DPSS departments and classifications during outreach activities
- Generate applicant interest through improved advertising and engagement with high schools and

community college websites, and affinity student groups such as the Wayne County Community College District and Flint Explorers Post

- Establish a mechanism to increase student and young adult interest in careers within DPSS through FY25

Metrics:

- Increase the number of applicants applying for DPSS positions in FY25 vs. FY24
- Track the number of student applicants and hires annually for comparison to previous years.
- Have more student employee positions filled from FY25 vs. FY24

Strategic People Objective 3: Integrate U-M Human Resource Unconscious Bias Learning Suite as a staff training for those involved in hiring processes to ensure a fair and equitable recruitment approach.

Primary DEI Goal: Equity

Actions:

- Maintain core hiring committee members and recruiting representatives for consistency
- Expand DEI training to all staff interested in participating in the hiring process and track completion to develop a pool of resources for oral board participation

Metrics:

- All hiring committee members and recruiting representatives will be trained on equitable hiring processes annually

Strategic People Objective 4: Update and prioritize diversity, equity, and inclusion strategic planning with all executive leadership due to turnover and newer leadership members.

Primary DEI Goal: Inclusion

Actions:

- Create a strategic planning workgroup to identify best practices for DEI programs and incorporate executive leadership visioning by October 2024
- Executive leadership to set DEI-related objectives for respective departments
- Set a quarterly meeting cadence with Department Directors for collecting feedback, meeting DEI milestones as set forth in this strategic plan, and identifying areas for improvement

Metrics:

- The workgroup will be established by October 2024
- Reporting summaries of quarterly meetings developed and shared across respective departments on a bi-annual basis, beginning October 2024
- DEI-related best practices are developed and shared with departments annually

PROCESS (Create an Equitable and Inclusive Campus Climate)

This distal objective includes our commitment to strengthening the development of policies, procedures, and practices that create an inclusive and equitable campus climate and encourage a culture of belonging in which every community member can thrive.

Based on feedback from focus group conversations, we identified a need to improve communication, increase cultural competency, and increase transparency about our practices and policies.

Data from community surveys indicated a need to expand knowledge on how diversity, equity, and inclusion apply to safety and security work. Additionally, feedback from DPSS town halls indicated that our staff needs a greater understanding of how diversity, equity, and inclusion impact our operations and service delivery.

Strategic Process Objective 1: Increase DPSS staff cultural awareness to influence positive, fair, and impartial interactions with the community we serve through improved cultural sensitivity and understanding.

Primary DEI Goal: Equity

Actions:

- Identify and distribute a cultural awareness assessment to pinpoint our baseline
- Encourage accountability and self-reflection by providing individual cultural awareness assessment results to identify areas of focused learning
- Collaborate with university partners such as the International Center, the University of Michigan Council for Disability Concerns, the Office of Multi-Ethnic Student Affairs, and the Spectrum Center to increase awareness and education about diverse cultural groups, identities, and disabilities.
- Create a mechanism to show assessment results to establish a baseline

Metrics:

- Identify an assessment tool by December 2024
- Show a 25% increase in cultural awareness baseline knowledge of individual staff pre and post-participation in DEI training sessions by the end of FY25
- Show a 50% increase in university partner engagement opportunities by year five
- Establish two university partner engagement opportunities for FY25 by October 2024

Strategic Process Objective 2: Ensure an equitable and inclusive selection and hiring process.

Primary DEI Goal: Diversity

Actions:

- *Continue to engage* with central Talent Acquisition to identify best practices in unbiased hiring
- Create a pilot program for selection and hiring processes to remove identifiers before the interview example: create an inclusive resume screening matrix by working with UM Talent Acquisition
- Incorporate identified best practices into DPSS official orders

Metrics:

- Identify outcomes from best practices to pilot each year
- Update the Official Order #10 with new best practices by May 2025

Strategic Process Objective 3: Leverage technology to provide platforms for access to information about DEI initiatives, and a mechanism to express opinions and ask questions about diversity, equity, and inclusion.

Primary DEI Goal: Inclusion

Actions:

- Identify a content owner and engagement representative to initiate and provide ongoing targeted communication through the DPSS hub
- Continue to update the DEI space on the DPSS hub, with a centralized DEI calendar and links to resources, events, and feedback channels
- Develop and implement a robust communication mechanism and assign an engagement

representative to respond to and monitor for internal and external feedback

Metrics:

- DEI content and dedicated space placed on the DPSS hub are updated on a monthly basis through FY25
- Increase DPSS communication hub use and engagement with DEI content annually, with 50 percent improvement from baseline by year five
- The Associate Director or Director of DEI & Organizational Culture will send monthly DEI-related emails to all leadership and staff advisory groups

Strategic Process Objective 4: Develop a real-time public safety information dashboard and a mechanism for real-time community feedback to DPSS

Primary DEI Goal: Equity

Actions:

- Work with Strategic Communications and IT to develop public-facing DPSS dashboards that share real-time safety-related information and receive comments and feedback

Metrics:

- *Continue setting up* a working group with subject matter experts by January 2025
- Set up a working group with subject matter experts to provide feedback over each year
- Identify mechanism and platform to incorporate public safety information by May 2025
- Identify dedicated staff to ensure timely and accurate responses to feedback, determine target turnaround time and mechanism for tracking by May 2025

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

This distal objective integrates DEI solutions into our educational program offerings and teaching methodology. It ensures scholarly research on diversity, equity and inclusion and the scholars who produce it are valued and supported. This provides opportunities to build relationships and understanding within our diverse community.

Strategic Product Objective 1: Create a virtual training center to deliver easily accessible, high-quality education to DPSS staff, with the possibility of including external constituencies.

Primary DEI Goal: Inclusion

Actions:

- Identify a platform to meet internal and external training delivery needs
- Identify workgroups to perform tasks related to standing up the DPSS Training and Education Center (D-TEC)

Metrics:

- *Re-promote* D-TEC by March 2025
- Develop a timeline for workgroup deliverables upon implementation of D-TEC by April 2025Develop a timeline for workgroup deliverables and monitor for improvements annually

Strategic Product Objective 2: Ensure all DPSS personnel comply with annual DEI training requirements.

Primary DEI Goal: Equity

Actions:

- Track annual participation rate and include DEI training in performance review documentation
- Establish timelines for ongoing DEI training
- Improve training policy to include required DEI training and method for tracking expiration dates

Metrics:

- 75 percent of DPSS personnel completion of DEI annual training year-over-year
- Inclusion in all performance review documentation for FY25 by April 2025
- Completion of a training policy update to ensure consistent practices for approving required training content, intended audience, frequency, and expiration by FY25

Strategic Product Objective 3: Educate our community on sexual and gender-based misconduct prevention to promote a safe and supportive environment for all members to work, learn, and thrive.

Primary DEI Goal: Equity

Actions:

- Participate in events to educate faculty, staff, and students on the U-M Policy on Sexual and Gender-Based Misconduct Prevention
- Develop and socialize DPSS value statements reinforcing the university-level initiatives to promote culture change, consistent with the DEI and Sexual and Gender-Based Misconduct Prevention.

Metrics:

- Require division-wide participation in Sexual and Gender-Based Misconduct Prevention programming/training every two years beginning in FY25
- Organize a minimum of two events on Sexual and Gender-Based Misconduct Prevention annually every fiscal year

Strategic Product Objective 4: Leverage technology to increase access to training, meetings, gatherings, etc.

Primary DEI Goal: Inclusion

Actions:

- Review all DPSS staff areas and conference rooms for accessibility and update technology where needed
- Identify a master list of spaces and technology options within DPSS, with a calendar and mechanism to request space usage
- Identify other available locations with video conference equipment and specialized equipment
- Train staff on technology platforms and equipment used during training sessions, meetings, or gatherings

Metrics:

- Create a centralized list of conference space and technology resources available to DPSS staff into FY25
- Create and update a centralized list of conference space and technology resources available to DPSS staff and communicate annually
- Develop an on-demand training module for using video conference technology and equipment by May 2025

Goal-Related Metrics – DPSS Measures Tracked Over Time

This metrics listing describes data on demographic composition provided for all units in their annual DEI metrics report provided by central administration. These indicators were included in the 2021 climate surveys and will again be assessed after DEI 2.0. Senior university leadership has endorsed the following metrics, which will be tracked over time.

Demographic Composition:

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

Climate Survey Indicators:

- 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
- Perception 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
Staff	Ensure an equitable and inclusive learning/working environment through DEI staff training and participation	<p>Identification of two training modules by March 2025</p> <p>Measure staff engagement with Communications Hub to gauge how often/what material is being accessed and determine a target usage rate by September 2024</p> <p>Track participation in required and elective trainings annually for comparison, and determine a</p>	<p>Identify and recommend annual training focusing on accessibility, inclusion, and belonging for creating an accessible, equitable, and inclusive DPSS learning environment</p> <ul style="list-style-type: none"> ● Identify two DEI training opportunities and deliver by March 2025 ● Design an all-new training for DPSS staff incorporating DEI values and concepts, such as accessibility, 	<p>DPSS Training Council</p> <p>DPSS DEI Director & Associate Director</p> <p>DPSS Human Resources</p>

		<p>target participation rate by September 2024</p> <p>Formalize the Executive Leadership Exchange, a leadership shadowing program, which will provide Associate Director and equivalent staff with opportunities to shadow directors, and equitably prepare them for future career advancement</p> <p>Create a professional development program that focuses on the essential skills for leaders at all levels by January 2025</p>	<p>inclusion, belonging, etc., beginning July 2024</p> <ul style="list-style-type: none"> Continue to expand the DEI space on the Communications Hub starting October 2024 to reinforce and share information related to initiatives and educational opportunities Continue using the Data People program in all job descriptions for the U-M job site as an enhanced writing tool that helps ensure inclusive, candidate-friendly, and effective job postings into FY 25 <p>Establish a framework that is shared with all directors and associate directors by December 2024</p> <p>Begin tracking training completion for the professional development program by March 2025</p>	
Students Staff	Attract a broadly diverse talent pool by increasing awareness and interest in DPSS	<p>Increase the number of applicants applying for DPSS positions in FY25 vs. FY24</p> <p>Track the number of student applicants and hires in FY25 vs. FY25</p> <p>Have more student employee positions filled from FY25 vs. FY24</p>	<p>Continue to meet monthly with the department hiring and onboarding workgroup to identify ways to increase outreach by utilizing a cross-section of participants from DPSS departments and classifications during outreach activities</p> <ul style="list-style-type: none"> Generate applicant interest through improved advertising at high schools and community college websites, and affinity student groups such as the Wayne County Community College District and Flint Explorers Post Establish a mechanism to increase student interest in careers within DPSS through FY25 	<p>DPSS DEI Director & Associate Director</p> <p>DPSS Human Resources</p> <p>DPSS Student Life Liaison</p>
Staff	Integrate U-M Human Resource Unconscious Bias Learning Suite as a staff training for those involved in hiring processes to ensure a fair and equitable recruitment approach	<p>All DPSS staff including hiring committee members and recruiting representatives will be trained on equitable hiring processes annually</p>	<p>Maintain core hiring committee members and recruiting representatives for consistency</p> <p>Expand DEI training to all staff interested in participating in the hiring process and track completion to develop a pool of resources for oral board participation</p>	<p>DPSS Human Resources</p>

Staff	Update and prioritize diversity, equity, and inclusion strategic planning with all executive leadership due to turnover and newer leadership members	<p>The workgroup will be established by October 2024</p> <ul style="list-style-type: none"> • DEI-related best practices are developed and shared with departments annually • Reporting summaries of quarterly meetings developed and shared across respective departments on a bi-annual basis, beginning October 2024 	<p>Create a strategic planning workgroup to identify best practices for DEI programs and incorporate executive leadership visioning by October 2024</p> <ul style="list-style-type: none"> • Executive leadership to set DEI-related objectives for respective departments • Set a quarterly meeting cadence with Department Directors for collecting feedback, meeting DEI milestones as set forth in this strategic plan, and identifying areas for improvement 	<p>DPSS Executive Leadership</p> <p>DPSS Directors</p>
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PROCESS *(Promoting & Equitable & Inclusive Community)*

Key Constituency	Strategic Objective	Associated Metrics	Detailed Actions Plan (measurable, specific)	Group/person accountable
Staff	Increase DPSS staff cultural awareness to influence positive, fair, and impartial interactions with the community we serve through improved cultural sensitivity and understanding	<p>Identify an assessment tool by December 2024</p> <ul style="list-style-type: none"> • Show a 25% increase of cultural awareness baseline knowledge of individual staff pre and post-participation in DEI trainings by the end of FY25 • Show a 50% percent increase in university partner engagement opportunities by year five • Establish two university partner engagement opportunities for FY25 by October 2024 	<p>Identify and distribute a cultural awareness assessment to pinpoint our baseline</p> <ul style="list-style-type: none"> • Encourage accountability and self-reflection by providing individual cultural awareness assessment results to identify areas of focused learning • Collaborate with university partners such as the International Center, the University of Michigan Council for Disability Concerns, the Office of Multi-Ethnic Student Affairs, and the Spectrum Center to increase awareness and education about diverse cultural groups, identities, and disabilities. • Create a mechanism to show assessment results to establish a baseline 	<p>DPSS Community Engagement</p> <p>DPSS DEI Director & Associate Director</p>
Staff	Ensure an equitable and inclusive selection and hiring process	<p>Identify outcomes from best practices to pilot by August 2023</p> <ul style="list-style-type: none"> • Update the Official Order #10 with new best practices by May 2025 	<p>Continue to engage with central Talent Acquisition to identify best practices in unbiased hiring</p> <ul style="list-style-type: none"> • Create a pilot program for selection and hiring processes to remove identifiers before the interview. ex. create an inclusive resume screening matrix by working with UM 	<p>DPSS Human Resources</p> <p>DPSS Compliance</p>

			<p>Talent Acquisition</p> <ul style="list-style-type: none"> ● Incorporate identified best practices into DPSS official orders 	
<p>Staff All constituents</p>	<p>Leverage technology to provide platforms for access to information about DEI initiatives, and a mechanism to express opinions and ask questions about diversity, equity, and inclusion</p>	<p>DEI content and dedicated space placed on the DPSS hub are updated on a monthly basis through FY25</p> <ul style="list-style-type: none"> ● Increase DPSS communication hub use and engagement with DEI content annually, with 50 percent improvement from baseline by year five ● The Associate Director or Director of DEI & Organizational Culture will send monthly DEI-related emails to all leadership and staff advisory groups 	<ul style="list-style-type: none"> ● Identify a content owner and engagement representative to initiate and provide ongoing targeted communication through the DPSS hub ● Continue to update the DEI space on the DPSS hub, with a centralized DEI calendar and links to resources, events and feedback channels ● Develop and implement a robust communication mechanism and assign an engagement representative to respond to and monitor for internal and external feedback 	<p>DPSS DEI Director & Associate Director</p>
<p>All constituents</p>	<p>Develop a real-time public safety information dashboard and a mechanism for real-time community feedback to DPSS</p>	<p>Continue setting up a working group with subject matter experts by January 2025</p> <ul style="list-style-type: none"> ● Set up a working group with subject matter experts to provide feedback over each year ● Identify mechanism and platform to incorporate public safety information by May 2025 ● Identify dedicated staff to ensure timely and accurate responses to feedback, determine target turnaround time and mechanism for tracking by May 2025 	<p>Work with Strategic Communications and IT to develop public-facing DPSS dashboards that share real-time safety-related information and receive comments and feedback</p>	<p>DPSS Strategic Communications DPSS Technology</p>

PRODUCTS *(Education, Scholarship, & Service)*

Key Constituency	Strategic Objective	Associated Metrics	Detailed Actions Plan (measurable, specific)	Group/person accountable
Staff	Create a virtual training center to deliver easily accessible, high-quality education to DPSS staff, with the possibility of including external constituencies	Re-promote D-TEC implementation by March 2025 <ul style="list-style-type: none"> • Develop a timeline for workgroup deliverables upon implementation of D-TEC by April 2025 • Develop a timeline for workgroup deliverables and monitor for improvements annually 	Identify a platform to meet internal and external training delivery needs <ul style="list-style-type: none"> • Identify workgroups to perform tasks related to standing up the DPSS Training and Education Center (D-TEC) 	DPSS D-TEC
Staff	Ensure all DPSS personnel comply with annual DEI training requirements	75 percent DPSS personnel completion of DEI annual training year-over-year <ul style="list-style-type: none"> • Inclusion in all performance review documentation for FY25 by April 2025 • Completion of a training policy update to ensure consistent practices for approving required training content, intended audience, frequency, and expiration by FY25 	Track annual participation rate and include DEI training in performance review documentation <ul style="list-style-type: none"> • Establish timelines for ongoing DEI training • Improve training policy to include required DEI training and method for tracking expiration dates 	DPSS Training Coordinators DPSS Human Resources DPSS Compliance DPSS DEI Director & Associate Director
All constituencies	Educate our community on sexual and gender-based misconduct prevention to promote a safe and supportive environment for all members to work, learn, and thrive	Require division-wide participation in Sexual and Gender-Based Misconduct Prevention programming/training every two years beginning in FY25 <ul style="list-style-type: none"> • Organize a minimum of two events on Sexual and Gender-Based Misconduct Prevention annually every fiscal year 	Participate in events to educate faculty, staff, and students on the U-M Policy on Sexual and Gender-Based Misconduct Prevention <ul style="list-style-type: none"> • Develop and socialize DPSS value statements reinforcing the university-level initiatives to promote culture change, consistent with both the DEI and Sexual and Gender-Based Misconduct Prevention. 	DPSS Special Victims Unit DPSS Training Coordinators
Staff	Leverage technology to increase access to training, meetings, gatherings, etc.	Create a centralized list of conference space and technology resources available	Review all DPSS staff areas and conference rooms for accessibility and update technology where needed	DPSS Technology

		to DPSS staff into FY25 <ul style="list-style-type: none"> Develop an on-demand training module for using video conference technology and equipment by May 2025 	<ul style="list-style-type: none"> Identify a master list of spaces and technology options within DPSS, with a calendar and mechanism to request space usage Identify other available locations with video conference equipment specialized equipment Train staff on technology platforms and equipment used during trainings, meeting, or gatherings 	DPSS DEI Director & Associate Director
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Plans for Supporting, Tracking, and Updating the Strategic Plan

The DPSS Diversity, Equity, and Inclusion & Organizational Culture Associate Director is the key steward of the plan in FY24. The Associate Director will be responsible for the following:

- Bi-monthly DPSS Diversity, Equity, and Inclusion Implementation Team Leads Meetings
- Monthly DPSS Diversity, Equity, and Inclusion Implementation Team Meetings
- Regular engagement with the DPSS Senior Leadership & Executive Leadership Team

The Associate Director will conduct a review of the plan through fall 2024 and gather feedback, which will be implemented throughout the plan year. A mid-plan year progress report will be presented to the DPSS teams mentioned above beginning in March 2025. A final plan evaluation of DEI 2.0 year one will be given to the teams mentioned above beginning in August 2025.

Strategy for Challenges

As we move forward in our strategic plan, we understand addressing issues around diversity, equity, and inclusion issues can be challenging. DPSS encourages engaged discussions with thought-provoking scenarios to handle these situations. This dispute-resolution strategy helps promote new ideas and encourages a greater understanding between all parties. It is a positive strategy that can strengthen relationships.

DPSS encourages staff to resolve their concerns at the earliest stage. However, if such attempts are unsuccessful, we are committed to providing avenues for resolution. Staff members are encouraged to contact their direct supervisor, DPSS Human Resources, or union representative (if applicable). If that is not desired or feasible, staff may contact the Office for Institutional Equity, U-M Human Resources, or other university resources.

Conclusion

The DEI 2.0 plan holds high expectations for DPSS. We look forward to enacting new initiatives, tracking results, and making data-driven decisions as we embrace our commitment to this plan. Guided by the university’s objectives relating to People, Processes, and Products, we are confident that we will recruit and develop a more diverse workforce, make our processes more inclusive and accessible, and integrate the fundamental principles of DEI into our policies, practices, and service delivery model.