

UPDATED October 22, 2024

Office of the President and Office of the Vice President and Secretary

Diversity, Equity and Inclusion Strategic Plan | FY 2025

Strategic Plan Overview

Selected text from President's Diversity, Equity & Inclusion Charge

The University of Michigan is committed to diversity, equity and inclusion (DEI) as a fundamental value that is integral to the university's mission. As President Ono stated, "Institutions have to be committed to continuous, positive momentum." To this end, the university's DEI strategic plan must reflect an ongoing effort to build on past successes and address persistent challenges.

President Ono has emphasized the importance of creating a culture of inclusion and belonging that supports all university community members. He has noted that this requires a sustained effort to understand the experiences and perspectives of all individuals, especially those who have been historically excluded or marginalized. As he stated, "We must have courage as an institution and as individuals to understand the lived experiences of all those in our community today and in the past." This understanding will inform the development and implementation of policies and practices that promote equity and support the success of all students, faculty and staff.

The university's DEI strategic plan must also acknowledge and address past exclusionary behaviors, if any. President Ono has stated, "We cannot move forward as a university until we acknowledge those that may have felt excluded in the past...We must learn from our history in order to create and implement changes for the future." This commitment to promoting equity and inclusion in the present and future is essential to achieving the university's DEI goals.

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: The Offices of the President and Vice President and Secretary are dedicated to fostering a diverse, equitable, and inclusive environment within the University of Michigan. Our mission is to ensure that all individuals, regardless of their background, feel valued and supported in their pursuit of academic and professional success. To achieve this, we actively seek out and recruit a broadly diverse staff and maintain an atmosphere of respect, understanding, and open communication. We collaborate with various university stakeholders to create and implement policies and programs that encourage diversity, equity, and inclusion, and address any disparities that may exist within the university community.

Vision: Our vision is to establish the Offices of the President and Vice President and Secretary as a unit that embraces and celebrates diversity, equity, and inclusion in all aspects of its operations. By fostering an environment that encourages the participation and growth of every member in our offices, we aim to be a model unit on campus and contribute to establishing our university as a model for higher education institutions nationwide. Through purposeful collaboration, we aspire to create a culture where everyone feels empowered to contribute their unique perspectives and experiences, promoting a rich and dynamic learning environment that prepares our students, faculty, and staff to thrive.

Values: Our core values fuel our commitment to diversity, equity, and inclusion. We believe in the inherent worth of every individual and strive to create an environment where everyone feels respected, valued, and heard. We are committed to fostering a culture of transparency, honesty, and collaboration, where all members of our community feel empowered to contribute and engage with one another. In addition, we recognize the importance of continuous growth and improvement, actively seeking feedback and engaging in dialogue to ensure that our policies and practices align with our values and aspirations. We uphold these values in all aspects of our work and use them to guide our ongoing efforts to create a more diverse, equitable, and inclusive University of Michigan.

Key Strategies & Constituencies

The Office of the President and the Office of the Vice President and Secretary's staff are the

main constituencies of this plan and, except where specified, the plan pertains to unit staff. Our DEI team, supported by senior leadership, has identified a limited number of strategic objectives to further our unit 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 that the Office of the President and the Office of the Vice President and Secretary will take to accomplish those objectives.

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

Implementation Highlights and Planning Process Used

Planning Lead(s)

Jeff Evans, Assistant Vice President, Office of the Vice President and Secretary

Keisha Blevins, Senior HR Advisor and Interim Deputy Chief of Staff, Office of the President

Planning Team

Jeff Evans, Assistant Vice President, Office of the Vice President and Secretary

Keisha Blevins, Senior HR Advisor and Interim Deputy Chief of Staff, Office of the President

Beth Brow, Administrative Manager, Office of the President

Kat Hart, Senior Administrator for Ceremonies & Events, Office of the Vice President and Secretary

Devon Redmond, Project Manager, Office of the President

Implementation Highlights and Planning Process Summary

The Office of the President, along with the Office of the Vice President and Secretary, held a joint meeting on Friday, April 21, 2023 to collaborate on the implementation of DEI 2.0 Strategic Plan. Key Takeaways from Year One of Our DEI Strategic Plan were discussed.

Attended by: Liz Barry lizbarry@umich.edu, Jamie Brandon jlyost@umich.edu, Kellie Brown kelliebr@umich.edu, Kat Hart katmhart@umich.edu, Annette Herbert shoetree@umich.edu, Katz erikatz@umich.edu, Jon Kinsey kinseyj@umich.edu, MoMcClory maurmcc@umich.edu, Santa Ono, Charles Rousseaux chasmr@umich.edu, Brenda Rutkey brutkey@umich.edu, Patrick Ryan piryan@umich.edu, Lynnetta Smith lyrsmith@umich.edu, Amy Tuckerman amytuc@umich.edu, Stephen Yaros syaros@umich.edu

Erin

1. Inclusive Hiring Practices: By partnering with job networks that reach broadly diverse individuals and incentivizing search firms to prioritize efforts to reach potential applicants from all backgrounds and experiences, we've broadened our reach to attract a broadly diverse talent pool for staff and leadership positions.

2. Enhanced Employee Development: The introduction of "Mindful Performance" and innovative review processes has improved employee satisfaction by providing clear pathways for career

advancement and access to targeted training opportunities.

3. Collaborative DEI Planning: The collaboration with the Office of the President and Vice President and Secretary's DEI Leads on the DEI 2.0 document has set a strong foundation for our office's efforts over the next five years, ensuring a strategic and unified approach to diversity and inclusion.

4. Leadership in DEI Awareness: As a leading example within the organization, we have heightened awareness of the value of DEI, fostering an environment that celebrates differences and leverages them for team success.

These initiatives reflect our ongoing dedication to fostering an inclusive environment where every team member can thrive. Building on these learnings, we will refine our strategies and further implement our DEI goals in Year Two, ensuring continuous improvement and deeper integration of DEI principles across all areas of our organization.

Data and Analysis: Key Findings

Summary of Data

Due to the limited size and scope of the Offices of the President and Vice President and Secretary, much of the demographic data from the University's climate surveys fell under the publishing threshold. The data that informed our planning process came from the feedback from staff members during our unit DEI meeting and meetings amongst the various working groups in our units.

Key Findings, Themes and Recommendations

Our planning process engagement activities revealed that staff members generally felt positive about the work environment in the Offices of the President and Vice President and Secretary. They also felt that there was significant room for improvement in the areas of career advancement and climate-enhancing activities.

Strategic Objectives, Measures of Success and Action Plans*

The Offices of the President and Vice President and Secretary do not employ faculty or directly serve students, so our plan solely focuses on staff. The university-wide aspirations for diversity, equity, and inclusion have been condensed into three key objectives:

- *People* - Recruit, retain and develop a diverse community.
- *Process* - Create an equitable and inclusive campus climate.
- *Product* - Support Innovative and Inclusive Teaching, Research, and Service.

With our emphasis on staff, our strategic objectives mostly focus on *People* and *Process*. These

objectives have associated metrics that will be monitored over time and outline short- and long-term actions that we will implement.

To direct our objectives, we are employing these vital strategies:

- Recruitment (actions, policies, procedures, and intensive analyses)
- Hiring and Selection (actions, policies, procedures, tool creation, and intensive analyses)
- Career Advancement (strategies, resource development, pipeline creation, mentorship, and comprehensive analyses)
- Diversity Skills (pertaining to staff, students, faculty, and others)
- Climate-enhancing activities (events, activities, and policies w/analyses)
- Pathways for conflict resolution (roles, procedures, communication, and comprehensive analyses)

For a more in-depth view of duties, timelines, and responsibilities, please consult the Action Planning Table. All our strategic objectives and the ensuing actions will be conducted within the framework of the law and University policies.

Introduction

The Office of the President and Vice President and Secretary plan covers our offices. 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. 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. 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.

STAFF

Strategic Objective 1

Strengthen and reinforce the alignment of Diversity, Equity, and Inclusion (DEI) values, as set forth

below, during the search and hiring process for staff, including leadership positions such as executive officers.

Metrics: Collect self-reported data for new hires and analyze progress towards assembling broadly diverse talent pools.

Actions:

1. Collaborate with University Talent Acquisition to create consistently equitable hiring experiences for our unit.
2. Ensure hiring practices are included in process documentation.
3. Ensure all hiring parties within our unit conduct a standardized and equitable hiring process.
 - a. Remove names and pronouns when reviewing applications.
 - b. Hiring parties will complete the Unconscious Bias in Recruiting and Hiring course via My LINC in Wolverine Access.
4. Develop a one-year inclusion strategy for each new employee.
 - a. Analyze changes in onboarding satisfaction over the course of a year.

Primary DEI Goal: Equity

Strategic Objective 2

Incentivize search firms to undertake robust and quantifiable efforts to assemble broadly diverse candidate pools.

Metrics: An increase in the number of strategic online platforms where job advertisements are posted, as evidenced by a report produced by the search consultants upon the completion of the search operation. Tracking the data diversity of candidate pools (including trends year over year) via reports completed by search firms.

Actions:

1. As part of the bidding process, create a form for consultants to complete outlining their prospective & past efforts to achieve broadly diverse candidate pools.
2. Upon conclusion of searches, require consultants to submit a concise report detailing their efforts to produce a broadly diverse candidate pool for their contracted search (separate from the University's required AAR.)
3. Analyze and compare data from various search firm efforts over the year.

Primary DEI Goal: Diversity

Strategic Objective 3

Improve employee satisfaction regarding career advancement opportunities.

Metrics:

A bi-annual survey to evaluate unit perception of career growth opportunities.

Actions:

1. Review the existing annual review process for opportunities to include or improve career development opportunities.
2. Identify potential career paths for positions within our unit and communicate those opportunities among staff members.
3. Incorporate career trajectory discussions and employee aspirations in the annual review process.

Primary DEI Goal: Equity and Inclusion

Strategic Objective 4

Place more emphasis on, and resources towards, professional development.

Metrics: The number of staff members who take advantage of new professional development opportunities, and a targeted survey to gauge the perception of these opportunities and their effect on employee morale.

Actions:

1. Establish a Staff Development Fund for facilitating workshops, training, and career advancement. This will also include university degree programs.
2. Create avenues for mentorship.

Primary DEI Goal: Equity 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.

STAFF

Strategic Objective 1

Heightened awareness of the value of diversity, generally, and the University of Michigan's commitment to diversity, equity, and inclusion more specifically.

Metrics: The number of actively engaged attendees at DEI events.

Actions:

1. Host three educational and/or skill-building DEI events over the year.
2. Host three climate enhancing, team building events.
3. Continue to implement initiatives that foster a positive team environment:
Monthly staff meetings, weekly check- in huddle, quarterly special team building events.

Primary DEI Goal: Diversity

Strategic Objective 2

Increase awareness of methods of conflict resolution.

Metrics: The number of participants in conflict resolution activities.

Actions:

1. Communicate the existing appropriate avenues for formal conflict resolution.
2. Host one event or activity related to informal conflict resolution within the year.

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 that the scholars who produce it are valued and supported.

STAFF

Strategic Objective 1

Continue to communicate our commitment to DEI through the Office of the President, and Office of the Vice President & Secretary's websites.

Metrics: The number of visitors to our unit's respective DEI pages.

Actions:

1. Continue to keep the DEI information on our units' websites up to date.
2. Continue to highlight President Ono's activities related to DEI work throughout the enterprise.

Primary DEI Goal: Inclusion

Goal-related Metrics – Offices of the President and Vice President and Secretary Measures Tracked Over Time (updated May 2, 2023)

School, College or Unit Metrics:

The Offices of the President and Vice President and Secretary will track and publish metrics relating to the three goals, with the understanding that due to the small size of our units, the data collected may be limited in its usefulness. Items under discussion for these unit-specific goal-related metrics:

STAFF

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
- 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
Staff	Strategic Objective 1:	Collect self-reported data for new hires and	1. Collaborate with University Talent Acquisition to create consistently equitable	Keisha Blevins Beth Brow

	Strengthen and reinforce the alignment of Diversity, Equity, and Inclusion (DEI) values, as set forth below, during the search and hiring process for staff, including leadership positions such as executive officers.	analyze progress towards assembling diverse talent pools.	<p>hiring experiences for our unit.</p> <p>2. Ensure hiring practices are included in process documentation.</p> <p>3. Ensure all hiring parties within our unit conduct a standardized and equitable hiring process.</p> <p>a. Remove names and pronouns when reviewing applications.</p> <p>b. Hiring parties will complete the Unconscious Bias in Recruiting and Hiring course via my LINC in Wolverine Access.</p> <p>4. Develop a one-year inclusion strategy for each new employee.</p> <p>a. Analyze changes in onboarding satisfaction over a year.</p>	Devon Redmond
Staff	Strategic Objective 2: Incentivize search firms to undertake robust and quantifiable efforts to assemble diverse candidate pools.	An increase in the number of strategic online platforms where job advertisements are posted, as evidenced by a report produced by the search consultants upon the completion of the search operation. Tracking the data diversity of candidate pools (including trends year over year) via reports completed by search firms.	<p>1. As part of the bidding process, create a form for consultants to complete outlining their prospective & past efforts to achieve diverse candidate pools.</p> <p>2. Upon conclusion of searches, require consultants to submit a concise report detailing their efforts to produce a diverse candidate pool for their contracted search (separate from the University's required AAR.)</p> <p>3. Analyze and compare data from various search firm efforts over the year.</p>	Lynnetta Smith Devon Redmond
Staff	Strategic Objective 3: Improve employee satisfaction regarding career advancement opportunities.	Administer a survey to evaluate unit perception of career growth opportunities.	<p>1. Review the existing Annual Review process for opportunities to include/improve career development opportunities.</p> <p>2. Identify potential career paths for positions within our unit and communicate those opportunities among staff members.</p> <p>3. Incorporate career trajectory discussions and employee aspirations in the annual review process.</p>	Brenda Rutkey Keisha Blevins Steve Yaros Jon Kinsey Jeff Evans
Staff	Strategic Objective 4: Place more emphasis on, and resources towards, professional development.	The number of staff members who take advantage of new professional development opportunities, and a targeted survey to gauge the perception of these opportunities and their effect on employee morale.	<p>1. Establish a Staff Development Fund for facilitating workshops, training, and career advancement. This will also include university degree programs.</p> <p>2. Create avenues for mentorship.</p>	Brenda Rutkey Keisha Blevins Steve Yaros Jon Kinsey Jeff Evans

PROCESS (Promoting an Equitable & Inclusive Community)

Key Constituency	Strategic Objective	Associated Metrics	Detailed Actions Plan (measurable, specific)	Group/person accountable
Staff	Strategic Objective 1: Heighten awareness of the value of diversity, generally, and UM's commitment to DEI more specifically.	The number of actively engaged attendees at DEI events.	<ol style="list-style-type: none"> 1. Host three educational and/or skill-building DEI events over the year. 2. Host three climate enhancing, team building events. 3. Continue to implement initiatives that foster a positive team environment: Monthly staff meetings, weekly check- in huddle, quarterly special team building events. 	Daniel Dietz Jamie Brandon Amy Tuckerman Kat Hart Beth Brow Tjá Page
Staff	Strategic Objective 2: Increase awareness of methods of conflict resolution.	The number of participants in conflict resolution activities.	<ol style="list-style-type: none"> 1. Communicate the existing appropriate avenues for formal conflict resolution. 2. Host one event or activity related to informal conflict resolution within the year. 	Jon Kinsey Kellie Brown Sydney Halsey Sally Churchill Tjá Page

PRODUCTS (Education, Scholarship & Service)

Key Constituency	Strategic Objective	Associated Metrics	Detailed Actions Plan (measurable, specific)	Group/person accountable
Staff	Strategic Objective 1: Communicate our commitment to DEI through the Office of the President, and Office of the Vice	The number of visitors to our unit's respective DEI pages.	<ol style="list-style-type: none"> 1. Continue to keep the DEI information on our units' websites up to date. 2. Continue to highlight President Ono's activities related to DEI work throughout the enterprise. 	Mo McClory Charles Rousseaux Patrick Ryan

	President & Secretary's websites.			
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Plans for Supporting, Tracking and Updating the Strategic Plan

The Office of the President and the Office of the Vice President and Secretary's Diversity, Equity and Inclusion Strategic Plan Project Team, Jeff Evans and Keisha Blevins, are the key contacts and stewards of the plan. They will be assisted by the Human Resource Director and the Multicultural Affairs Committee who will provide their unwavering support in tracking and facilitating the plan's implementation. Their collective effort will ensure a smooth execution of the plan, reflecting the Offices' commitment to diversity, equity, and inclusion.

These groups will conduct an annual review of the plan, actively engaging all relevant stakeholders in the process. This collaborative review will serve as an open forum to gather valuable feedback, encouraging innovative ideas and suggestions that can be woven into the implementation process throughout the year. A comprehensive final evaluation of metrics and accomplishments against the plan, along with informed recommendations, will be compiled and presented to the leadership of the Office of the President and the Office of the Vice President and Secretary, starting in April 2025. This evaluation process will ensure that the plan remains dynamic, effective, and aligned with the Offices' diversity, equity, and inclusion objectives.