



Diversity, Equity and Inclusion Strategic Plan Five-Year Strategic Objectives, Measures and FY17 Actions

I. Diversity Equity and Inclusion Strategic Plan: Overview

Selected text from President's Diversity Charge:

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 the University's mission as an educational institution to ensure that each member of our community has the full opportunity to thrive in our environment, for we believe that diversity is key to individuals flourishing, educational excellence and the advancement of knowledge.

The Vice President and Secretary and the VP&S office are fully committed to diversity, equity, and inclusion (DEI) at the institutional level and all of the DEI initiatives outlined in this document.

Goals: Diversity, Equity and Inclusion:

Diversity: We are committed to increasing diversity at the University and within the VP&S office, 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 are committed to responding to all instances of bias, harassment, and discrimination that we encounter within our office or in our respective roles. We are committed to equal opportunity for every individual and do not discriminate on the basis of race, color, national origin, age, marital status, sex, sexual orientation, gender identity, gender expression, (dis)ability, religion, height, weight, veteran status or political perspective.

Inclusion: We commit to taking deliberate actions to ensure that the VP&S office and our University 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 perspectives and creating a vibrant climate of inclusiveness, we can most effectively leverage the wealth of diversity at our University to advance our collective capabilities.

Rationale: Mission, Vision, Values of the Office of the Vice President and Secretary

The VP&S, an executive officer and part of the President's senior leadership team, is the central liaison and an advisor to the Board of Regents and to individual regents. Although the configuration and staff size of the VP&S office has not changed in many years, the scope of responsibility has broadened significantly over time in support of the President and engaged governing board. This is a constitutionally established governing board with responsibilities that have expanded over time with the increased growth and complexities of the institution.



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The Board of Regents, the President and University leadership have championed diversity, equity, and inclusion in many ways over the course of the university's history. This includes, among other things, being an early leader in the education of women and minorities; establishing and then over time expanding the non-discrimination statement in the regent bylaws; defending affirmative action in admissions to the U.S. Supreme Court; hiring individuals in leadership positions that include the responsibility to advance diversity; and implementing many initiatives to enhance the university's DEI. The board office has supported these efforts in any way that we can. The VP&S office provides financial support for the James T. Neubacher Award, and the Sarah Goddard Power Award.

The University's official archives record an 1870 resolution stating, "That the Board of Regents recognize the right of every resident of Michigan to the enjoyment of the privileges afforded by the University, and that no rule exists in any of the University statutes for the exclusion of any person from the University..." These prescient words reflect an astute understanding of the importance of diversity in the University's past successes, present endeavors, and future aspirations. The VP&S office supports the board, the president and the executive leadership to enhance diversity on campus.

II. Planning Process Used

Planning Lead(s): Erin Katz

Planning Team: Sally Churchill, Annette Herbert, Patrick Ryan, and one student employee. New employee Sarah Musleh added in March 2016.

Planning Process Summary

- *Process used to collect data:* Data surveys/analysis are unreliable in this unit due to the small staff size
- *Sources of data:* University of Michigan 2015 Human Capital Report, monthly HR organizational reports, in-depth staff discussions at regular staff meetings, staff participation in campus diversity events, and follow-up discussion after staff engages in activities to share information and ideas with full staff.
- *Process used to analyze data:* Data surveys/analysis are unreliable in this unit due to the small staff size
- *Action idea generation activities:* Monthly staff meetings, one-on-one discussions, and research on workplace strategies for implementing DEI initiatives. Commitment to the DEI planning process, with participation in DEI activities being incorporated into employee annual evaluations on a going forward basis.
- *Summary of engagement activities:* All staff members, including the student employee, have participated (100%). This includes participation on the DEI committee and in DEI programs and attendance at Martin Luther King Jr. events, the Pow Wow presented by the Native American Student Association, and lectures/other events that increase awareness to and effectiveness in DEI activities.

III. Data and Analysis: Key Findings



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Summary of Data

Key Findings, Themes and Recommendations:

This planning process has confirmed that this office is a tight knit group that is both deeply interested and actively engaged in achieving the VP&S's and the university's strategic objectives of improving campus climate and implementing DEI initiatives. Staff members are interested in further developing their cultural competencies through professional development and advancing their understanding of the key roles that DEI plays in successful organizations. The student employees also provide a valuable and needed perspective on issues and events that is not represented in the regular staff. Among other things, the students bring to our attention events on campus that relate to DEI and a different framing from professional staff (i.e. a student perspective.)

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

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

IV. A. Recruitment, Retention and Development

Constituency: Staff

Five-Year Strategic Objective 1: Improve applicant pool diversity for open positions.

Measures of Success: (for Objective 1): Depending on staff turnover and the availability of open positions, enhanced recruitment strategies should yield a more diverse cohort of potential applicants/job candidates.

FY17 Actions: Research best practices, collaborate with central HR, and develop new outreach and recruitment strategies when positions are open and available. Utilize UM Mediation Services, Learning and Professional Development courses and staff assistance programs for conflict resolution, as necessary.

Primary DE&I Goal: Diversity

Other applicable domain:

Constituency: Students/Staff

Five-Year Strategic Objective 2: Cultivate a diverse team of undergraduate student employees and encourage their successful transition to graduate school and/or professional careers. Identify formal and informal opportunities for all staff to attend events, workshops, etc. to expand understanding of DEI issues and greater competency in this area.

Measures of Success: (for Objective 2): Upon graduating, our student employees attend graduate school or land post-graduate jobs. Employees will be empowered to attend events that will help expand their understanding of other cultures, and communities, and will share their experiences with the rest of the team.

FY17 Actions: Dedicate staff time to training and development of student employees' professional awareness/understanding of diversity and equity issues; and provide mentoring, and connect our student employees with existing University resources and programming as part of



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their undergraduate education, along with assistance entry-level career planning or post graduate education. Staff will attend various programs throughout the year on an ongoing basis.

Primary DE&I Goal: Diversity

Other applicable domain:

IV. B. Education and Scholarship

Constituency: Staff

Five-Year Strategic Objective 1: Encourage staff to identify, register, and attend Learning & Professional Development (formerly HRD) courses, and/or other conferences and events on/off campus to improve staff diversity and cultural awareness competencies, cultivate individual skill sets for professional growth, and elevate staff core job capabilities. Identify events of interest to members of the Board of Regents and then coordinate their remarks and other aspects of their engagement at the leadership level.

Measures of Success: (for Objective 1): Staff identifies and then attends professional development courses and the office staff and students attend relevant events on and off campus. DEI engagement and support will be part of the annual staff evaluation process. There will be follow-up with staff to share experience/ideas following each event.

Five-Year strategic Objective 2: Develop regent meeting agendas that include diverse speakers and topics, including reports of progress on the institutional DEI plans. The VP&S will also participate in DEI presentations at professional meetings with other universities in Michigan and around the country.

Measures of Success: (for Objective 2): VP&S works with the president, board chair and vice chair to ensure diverse speakers and topics at regents' meetings. Advocate for the inclusion of DEI presentations at professional meetings with other universities in and outside of Michigan.

Five-Year Strategic Objective 3: Support the president and the other executive officers in the implementation of their respective DEI plans, and work with the board and others on governance and senior leadership matters such as bylaw amendments, personnel appointments, and recruitment/retention efforts.

Measures of Success: (for Objective 3): When requested to do so, facilitate bylaw amendments, personnel appointments, and recruitment/retention efforts for the president, the EOs and others in senior leadership.

FY17 Actions: The VP&S and office staff will collaboratively identify courses and conferences with potential to benefit individuals and/or the unit as a whole. We will continue to look for opportunities to have diverse speakers and programs from all three campuses at the regents' meetings, and we will continue to advocate for DEI topics to be presented at professional meetings. We will also continue to provide support with bylaw, recruitment/retention and personnel actions.

Primary DE&I Goal: Diversity and equity.

Other applicable domain:

IV. C. Promoting an Equitable and Inclusive Community



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Constituency: Staff

Five-Year Strategic Objective 1: Work collaboratively with the president, VP&S and other executive offices to organize DEI focused educational presentations that address a variety of relevant issues to all of our offices. Encourage staff participation and involvement in other campus events.

Measures of Success: (for Objective 1): Support planning and execution of building-wide events and initiatives.

FY17 Actions: Work with other executive office staff members interested in participating in such activities, collaboratively develop potential topics and an event schedule, and begin planning for such events. Example: several staff attended a Kelsey Museum tour led by the President's office staff, on archeology and the city of Pompei. Discussed with full staff and encouraged other similar activities.

Primary DE&I Goal: Diversity and inclusion.

Other applicable domain:

Constituency: Staff

Five-Year Strategic Objective 2: Dedicate a portion of the Administrative Assistant's responsibilities to the advancement, planning, and execution of the unit's DEI plan.

Measures of Success: (for Objective 2): The Administrative Assistant will coordinate the execution of our DEI plan and continue to bring additional suggestions to the attention of the VP&S and the VPS office staff for consideration. Example: Administrative Assistant will attend the Communicator Forum on DE&I and will share feedback with staff.

FY17 Actions: Research, review, and revise job responsibilities accordingly to emphasize the importance of these new responsibilities.

Primary DE&I Goal: Diversity, equity and inclusion.

Other applicable domain:

Constituency: Students, Faculty, Staff, and the Public

Five-Year Strategic Objective 3: Evaluate the Board of Regents' website design and operation to determine compliance with HTML web design accessibility standards. Work with CSG and student leadership to promote meetings/website to students for their participation and information.

Measures of Success: (for Objective 3): If areas are identified for improvement, request funds during the annual budget cycle to implement the web redesign.

FY17 Actions: Ask Michigan Creative to review the board's website compliance with evolving accessibility standards and make recommendations for future improvements. Work with CSG and other student leaders to assist in encouraging students involvement in meetings, and information on regent actions via website.

Primary DE&I Goal: Diversity, equity and inclusion.

Other applicable domain:

Constituency: Regents, Students, Faculty, Staff, and the Public

Five-Year Strategic Objective 4: Evaluate the Board of Regents' monthly meetings to determine potential accessibility issues related to audio and visual configurations and alter them to improve



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the meeting experience for all meeting attendees, including public comment participants and students. Assure a respectful and welcoming gateway to UM, the Board of Regents, and the monthly board meetings.

Measures of Success: (for Objective 4): Evaluate recommendations and determine the feasibility of implementation in concert with key meeting stakeholders and safety experts.

FY17 Actions: The unit will consult with campus accessibility experts and event planners and students to request a review of the existing meeting structure and make recommendations for improvements as relates to DE&I.

Primary DE&I Goal: Diversity, equity and inclusion.

Other applicable domain:

IV. D. Service (as applicable)

Constituency: Regents and Staff

Five-Year Strategic Objective 1: Provide staff support and coordination for regent involvement in campus events that involve DEI activities in its broadest forms. Support the diverse University community through the VP&S’s service on the residency appeals committee, ABIA and the honorary degree committee. The VP&S attends events in support of the Campaign, including support for student scholarships and Student Life programs, as well as events supporting external programs, like the Alumni Association LEAD scholars program, etc., that benefit University students. Staff develops dossiers of broadly diverse potential honorary degree recipients for consideration by the honorary degree committee. The VP&S will continue to meet with and mentor students as an adjunct lecturer in the Program in the Environment in LS&A, including many first generation students, those from various socioeconomic backgrounds, and other diverse backgrounds.

Measures of Success: (for Objective 1): Regents participate in campus events. The VP&S serves in various service roles on campus that affect the diverse University community, the VP&S advocates for a broadly diverse slate of honorary degree nominations, and diverse students are mentored.

FY17 Actions: Inform regents of potential campus events and provide logistical support when regents are engaged. Continue work and advocacy on important campus committees; to solicit, research and submit broadly diverse nominees for honorary degrees; and to support and mentor students.

Primary DE&I Goal: Diversity and inclusion.

Other applicable domain:

V. Goal-related Metrics – School, college or unit measures tracked over time

Diversity: Improve candidate pools and staff profiles in the long run.

Equity: Improve staff participation in DEI activities, encourage staff access to educational opportunities, and support skill and competencies development.

Inclusion: Ensuring all unit planned events include a broad array of perspectives.

VI. Action Planning Tables with Details and Accountabilities

VI. A. Recruitment, Retention and Development



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Key Constituency	Strategic Objective	Measures Of Success	Detailed Actions Planned (measurable, specific)	Group/ persons accountable	Resources needed (if applicable)
Staff	Improve diverse of applicant pools	Increase number of applicants from under represented groups	Consult with central HR, develop networking strategies, and advertng/posting positions in a variety of forums	VPS hiring team	Funds to post/advertise job openings
Staff	Develop/mentor undergraduate student employees and staff	Student employees attend graduate school or land career-oriented jobs; staff to attend programs throughout the year	Dedicate staff time to help develop professional skill sets, mentoring, and connection to University resources including DE&I programs and training for staff and students	VPS staff	No additional resources required at this time

IV. B. Education and Scholarship

Key Constituency	Strategic Objective	Measures Of Success	Detailed Actions Planned (measurable, specific)	Group/Pers ons accountable	Resources needed (if applicable)
Regents, Vice President and Secretary, Staff, Students	Individual development	Course completion/event participation	Identify courses and events for individuals to attend and ensure participation; share experience/ideas with full staff	VPS supervisors and staff	Funds to cover LPD courses
Vice President and Secretary	Incorporate DEI presentations /discussions into regents' meeting agendas and other professional meetings.	Topics on agendas that include DEI discussions	Meeting agendas include DEI discussions	VPS	No additional resources required at this time
VPS and Staff	Incorporate	DEI	Working with EOs and other	VP&S and	No additional



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	DEI values in bylaw amendments, personnel appointment and recruitment/retention efforts	values included in bylaw amendments, personnel appointment and recruitment/retention efforts	staff, include DEI values in Regents' Communications as appropriate	staff	resources required at this time
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IV. C. Promoting an Equitable and Inclusive Community

Key Constituency	Strategic Objective	Measures Of Success	Detailed Actions Planned (measurable, specific)	Group/ Persons accountable	Resources needed (if applicable)
Vice President and Secretary, Staff	Co-host DEI events in the Fleming Admin Bldg.	Successful events planned and executed	Collaborate with other offices in the building, develop topics and schedule, and begin planning and executing events	Admin Assistant	Funds for invited speakers, event planning, and hosting
Staff	Admin. Assistant dedicated to DEI	Admin. Assist. helps unit achieve DEI goals	Revised job responsibilities and implemented changes	Assistant Secretary and Admin Assistant	No additional resources required at this time
Students, Faculty, Staff, and Public	Evaluate accessibility of board website	Plans in place to upgrade website to improve accessibility	Meet with Michigan Creative web design team for consultation and recommendations, and various students governments for student perspective	Assistant Secretary and Admin Specialist	Special request for additional funds from the provost to cover redesign costs
Regents, Students, Faculty, Staff, and Public	Evaluate regents' formal meeting audio and visual accessibility	Receive and review recommendations	Consult with accessibility experts and request recommendations; consult with student leadership	Assistant Secretary and Admin Specialist	Possible requests for additional funds depending on recommendations

IV. D. Service

Key Constituency	Strategic Objective	Measures Of Success	Detailed Actions Planned (measurable, specific)	Group/ Persons accountable	Resources needed (if applicable)
Regents, Vice	Facilitate	Regents	Improve awareness of campus	VPS staff	No additional



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President and Secretary, Staff	regental involvement in campus DEI events	successfully participate in campus DEI events	DEI events and assistant with logistics		resources required at this time

VII. Plans for Supporting, Tracking and Updating the Strategic Plan

The redesign of the administrative assistant position has added work responsibilities dedicated to diversity, equity, and inclusion initiatives to enable the unit to focus on achieving the strategic plan outlined in this document. The administrative assistant will lead discussions and provide updates on the unit’s progress on achieving these goals at monthly staff meetings. This plan will be reviewed and updated at least annually.