

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

Diversity, Equity, and Inclusion Strategic Plan | FY 2024 |

## Strategic Plan Overview

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 emphasized the importance of using the university's financial resources to support DEI efforts and to address the legacy of any potentially exclusionary practices of the past. He 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 addressing any past harm and promoting equity and inclusion in the present and future is essential to achieving the university's DEI goals.

## DEI Goals

*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 in an increasingly diverse and global society.

*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.

## **Planning Process Used**

### **Planning Lead(s)**

Devon Redmond, Senior Administrative Assistant, Office of the President

Kat Hart, Administrative Specialist, Office of the Vice President and Secretary

### **Planning Process Summary**

The planning process for DEI 2.0 began with a comprehensive analysis of the efforts previously taken in the Offices of the President and Vice President and Secretary. We coordinated a discussion between our two offices to informally ascertain staff perceptions on our current DEI climate and set our unit's DEI priorities. Virtually all staff in both offices were present, including President Ono, who made significant contributions to the conversation around office perceptions and the generation of ideas to improve those perceptions. The DEI leads, with the input of the office, then used that data to draft measurable strategic objectives that fall under the umbrella of the six vital strategies the University identified as our pathways toward creating a more diverse, equitable, and inclusive University.

## **Data and Analysis**

### **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.

## 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 and deans.

Metrics: Collect self-reported gender and racial data for new hires and analyze progress towards assembling 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 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 gender and racial 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 diverse candidate pools.
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.)
3. Analyze and compare data from various search firm efforts over the course of 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***

Heighten 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 attendees at DEI events.

Actions:

1. Host three educational and/or skill-building DEI events over the course of the year.

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 & 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.

**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.

**Goal-related Metrics – Offices of the President and Vice President and Secretary Measures Tracked Over Time**

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	<b>Strategic Objective 1:</b> 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 and deans.	Collect self-reported gender and racial data for new hires and analyze progress towards assembling diverse talent pools.	<ol style="list-style-type: none"> <li>Collaborate with University Talent Acquisition to create consistently equitable hiring experiences for our unit.</li> <li>Ensure hiring practices are included in process documentation.</li> <li>Ensure all hiring parties within our unit conduct a standardized and equitable hiring process.               <ol style="list-style-type: none"> <li>Remove names and pronouns when reviewing applications.</li> <li>Hiring parties will complete the Unconscious Bias in Recruiting and Hiring course via my LINC in Wolverine Access.</li> </ol> </li> <li>Develop a one-year inclusion strategy for each new employee.               <ol style="list-style-type: none"> <li>Analyze changes in onboarding satisfaction over the course of a year.</li> </ol> </li> </ol>	<ul style="list-style-type: none"> <li>Beth Brow</li> <li>Devon Redmond</li> </ul>
Staff	<b>Strategic Objective 2:</b> Incentivize search firms to undertake robust, 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 gender and racial diversity of candidate pools (including trends year over year) via reports completed by search firms.	<ol style="list-style-type: none"> <li>As part of the bidding process, create a form for consultants to complete outlining their prospective &amp; past efforts to achieve diverse candidate pools.</li> <li>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.)</li> </ol>	<ul style="list-style-type: none"> <li>Lynnetta Smith</li> <li>Devon Redmond</li> </ul>

			3. Analyze and compare data from various search firm efforts over the course of the year.	
Staff	<b>Strategic Objective 3:</b> Improve employee satisfaction regarding career advancement opportunities.	A bi-annual survey to evaluate unit perception of career growth opportunities.	<ol style="list-style-type: none"> <li>1. Review the existing Annual Review process for opportunities to include/improve career development opportunities.</li> <li>2. Identify potential career tracks for positions within our unit and communicate those opportunities with employees.</li> <li>3. Include a discussion of career trajectory and employee desires in the annual review process.</li> </ol>	<ul style="list-style-type: none"> <li>• Brenda Rutkey</li> <li>• Beth Brow</li> <li>• <i>OVPS Chief of Staff</i></li> </ul>
Staff	<b>Strategic Objective 4:</b> Place more emphasis on, and resources towards, professional development.	The number of staff members who take advantage of new professional development opportunities.	<ol style="list-style-type: none"> <li>1. Create a “Staff Development Fund”.</li> <li>2. Create Avenues for Mentorship.</li> </ol>	<ul style="list-style-type: none"> <li>• Brenda Rutkey</li> <li>• Steve Yaros</li> <li>• <i>OVPS Chief of Staff</i></li> </ul>

**PROCESS (Promoting & Equitable & Inclusive Community)**

Key Constituency	Strategic Objective	Associated Metrics	Detailed Actions Plan (measurable,specific)	Group/person accountable
Staff	<b>Strategic Objective 1:</b> Heighten awareness of the value of diversity, generally, and UM’s commitment to DEI more specifically.	The number of attendees at DEI events.	<ol style="list-style-type: none"> <li>1. Host three educational and/or skill-building DEI events over the course of the year.</li> </ol>	<ul style="list-style-type: none"> <li>• Daniel Dietz</li> <li>• Jamie Brandon</li> <li>• Amy Tuckerman</li> <li>• Kat Hart</li> </ul>
Staff	<b>Strategic Objective 2:</b> Increase awareness of methods of conflict resolution.	The number of participants in conflict resolution activities.	<ol style="list-style-type: none"> <li>1. Communicate the existing appropriate avenues for formal conflict resolution.</li> <li>2. Host one event or activity related to informal conflict resolution in the course of a year.</li> </ol>	<ul style="list-style-type: none"> <li>• Jon Kinsey</li> <li>• Kellie Brown</li> <li>• Sydney Halsey</li> <li>• Sally Churchill</li> </ul>

**PRODUCTS (Support Innovative & Inclusive Teaching, Research & Service)**

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

**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, Devon Redmond and Kat Hart, 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 2024. This evaluation process will ensure that the plan remains dynamic, effective, and aligned with the Offices' diversity, equity, and inclusion objectives.