



**Diversity, Equity and Inclusion Strategic Plan  
Five-Year Strategic Objectives, Measures and FY20 Actions**

**I. Diversity Equity and Inclusion Strategic Plan: Overview**

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*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.

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,



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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.

### YEAR THREE IMPLEMENTATION SUMMARY

We continue to make strides in collaborating with other leadership units through the Fleming DEI Committee that has worked to engage University leaders and staff in frequent discussions about important DEI topics. Leadership has consistently supported and encouraged all of our DEI efforts. Our small office maintains a close knit working relationship which allows for greater efficiency and support. At the same time, and similar to years before, our small size makes it impractical to collect statistical data. We will continue with staff discussions pre and post events as well as during staff meetings to ensure we are all involved in the process. We look forward to all the exciting initiatives to come this upcoming year and our engagement with them.

## II. Planning Process Used

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*Planning Lead(s):* Erin Katz

*Planning Team:* Sally Churchill, Annette Herbert, Patrick Ryan, and Sarrah Musleh

*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 2018 Human Capital Report, monthly HR organizational reports, in-depth staff discussions at regular staff meetings, staff participation in campus diversity events, follow-up discussion after staff engages in activities to share information and ideas with full staff, and staff discussions after meetings with other Fleming leads.
- *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.



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- *Summary of engagement activities:* All staff members have participated (100%). This includes participation on the Fleming DEI Committee and in DEI programs and attendance at lectures and other events that increase awareness to and effectiveness in DEI activities.

### III. Data and Analysis: Key Findings

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#### *Summary of Data*

This planning and implementation process has confirmed that this office is a tight knit group that is both deeply interested and actively engaged in achieving the VPS office's and the university's strategic objectives of improving campus climate and implementing DEI initiatives. Staff members remain interested in further developing their cultural competencies through professional development and advancing their understanding of the key roles that DEI plays in successful organizations.

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

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The VPS Office DEI plan covers all staff members. The strategic objectives needed to further the university-wide goals of diversity, equity and inclusion have been aggregated into four domains determined by the university. Each of these strategic objectives is accompanied by success measures that will be tracked over time, as well as descriptions of single and multiple year actions we will take to accomplish those objectives.

*\*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.

*FY20 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:** Staff

*Five-Year Strategic Objective 2:* Identify formal and informal opportunities for all staff to attend events, workshops, etc. to improve staff diversity and cultural awareness competencies, cultivate individual skill sets for professional growth, and elevate staff core job capabilities.

*Measures of Success: (for Objective 2):* 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.



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*FY20 Actions:* Locate relevant workshops for staff to attend. All staff will attend at least one workshop and will continue to attend events throughout the year.

*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 events on/off campus to improve staff diversity and cultural awareness competencies, cultivate individual skill sets for personal and professional growth, and elevate staff core job capabilities.

*Measures of Success: (for Objective 1):* Staff identifies and then attends professional development courses and the office staff 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.

*FY20 Actions:* The VP&S and office staff will collaboratively identify courses 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 each 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

**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.



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

*FY20 Actions:* Work with other executive office staff members through the Fleming DEI Committee to collaboratively develop potential topics and plan for events. The committee continues to plan DEI related events for the FY 2019-20 to help enhance diversity and cultural awareness competencies throughout leadership. The committee also plans on sharing DEI related news and resources on the upcoming renovated Fleming building website.

*Primary DE&I Goal:* Diversity and inclusion.

*Other applicable domain:*

*Five-Year Strategic Objective 2:* Educate our community on sexual harassment and misconduct prevention in an effort to promote a safe and supportive environment for all members to work, learn, and thrive.

*Measures of Success: (for Objective 2):* Completion of mandatory training

*FY20 Actions:* Support unit-level participation in mandatory training

*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):* Funds were requested during the annual budget cycle to implement the web redesign.

*FY20 Actions:* Launch the newly renovated regents' website that ensures compliance with evolving accessibility standards. 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 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.

*FY20 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)



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**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.

*Measures of Success: (for Objective 1):* Regents participate in campus events and provide informal feedback.

*FY20 Actions:* Inform regents of potential campus events through monthly emails and an executive calendar and provide logistical support when regents are engaged. 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. Include DEI updates at regent meetings and implement informal feedback from regents.

*Primary DE&I Goal:* Diversity and inclusion.

*Other applicable domain:*

**Constituency:** Regents, Staff, Students and Public

*Five-Year Strategic Objective 2:* 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 such as the Alumni Association LEAD Scholars program, etc., that benefit University students. The staff develops dossiers of broadly diverse potential honorary degree recipients for consideration by the honorary degree committee.

*Measures of Success: (for Objective 2):* The VP&S serves in various service roles on campus that affect the diverse University community and the VP&S advocates for a broadly diverse slate of honorary degree nominations.

*FY20 Actions:* Continue work and advocacy on important campus committees and solicit, research and submit broadly diverse nominees for honorary degrees.

*Primary DE&I Goal:* Diversity and inclusion.

*Other applicable domain:*

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

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**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.

The following represents demographic composition data that is being tracked centrally for the Office of the Vice President and Secretary:

- Headcount



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

## VI. Action Planning Tables with Details and Accountabilities

### VI. A. Recruitment, Retention and Development

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 underrepresented groups	Consult with central HR, develop networking strategies, and adverting/posting positions in a variety of forums	VPS hiring team	Funds to post/advertise job openings
Staff	Develop/mentor staff	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	VPS staff	No additional resources required at this time

### VI. 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, and Staff	Individual development	Course completion/event participation	Identify courses and events for individuals to attend and ensure participation; share	VPS supervisors and staff	Funds to cover LPD courses



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			experience/ideas with full staff		
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 values in bylaw amendments, personnel appointment and recruitment/retention efforts	DEI values included in bylaw amendments, personnel appointment and recruitment/retention efforts	Working with EOs and other staff, include DEI values in Regents' Communications as appropriate	VP&S and staff	No additional resources required at this time

## VI. 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, as well as share DEI	Admin Assistant	Funds for invited speakers, event planning, and hosting





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			related news and resources on the upcoming renovated Fleming building website		
Vice President and Secretary, Staff	Educate community on sexual harassment and misconduct prevention	Completion of mandatory training	Support unit-level participation in mandatory training	VPS	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	Launch the regents' renovated website	Assistant Secretary and Admin Specialist	No additional resources required at this time
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

**VI. D. Service**

Key Constituency	Strategic Objective	Measures Of Success	Detailed Actions Planned (measurable, specific)	Group/ Persons accountable	Resources needed (if applicable)
Regents, Vice President and Secretary, Staff	Facilitate regent involvement in campus DEI events	Regents successfully participate in campus DEI events	Improve awareness of campus DEI events through monthly emails and an executive calendar and assistance with logistics	VPS staff	No additional resources required at this time



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Regents, Vice President and Secretary, Staff, Students, Public	Support diverse university community	VPS serves in services roles on campus and advocates for broadly diverse slate of honorary degree nominations	Continue work and advocacy on important campus committees, solicit research and submit broadly diverse nominees for honorary degree nominations.	VP&S and staff	No additional resources required at this time
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## 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.