

**DIVERSITY, EQUITY & INCLUSION
STRATEGIC PLAN (VERSION 1.0)**

Five-Year Strategic Objectives, Measures and FY17 Actions

May 26, 2016

Office of Budget and Planning

Diversity, Equity and Inclusion Strategic Plan

Five-Year Strategic Objectives, Measures and FY17 Actions

I. Diversity, Equity and Inclusion Strategic Plan: Overview

"A key part of realizing our full potential when it comes to excellence is creating a campus climate that allows diversity to flourish – in all of its forms."

Goals: Diversity, Equity and 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, Vision, Values

The Office of Budget and Planning (OBP) is a service unit which reports to the Office of the Provost and Executive Vice President for Academic Affairs. OBP has two primary roles:

- To support the budget preparation and implementation process, and
- To serve as a key resource for decision support for leadership by analyzing and researching the faculty, staff, students and operations of the U-M Ann Arbor campus.

OBP's staff of eleven is split between budget analysts and institutional researchers who work collaboratively. OBP primarily serves the Provost, but also serves as a resource to Regents, senior administrators, deans, directors, and budget administrators across campus. OBP works with other data providers across campus, including HR, Financial Aid, the Office of Undergraduate Admissions, and the Registrar, to gather, analyze, and disseminate data that informs the larger UM community, peer institutions, state and national government, current and prospective students, media and the general public.

OBP is committed to enhancing overall knowledge and understanding of faculty, staff, students, budget, finance, and other important activities of the University of Michigan-Ann Arbor through data gathering, research, analysis and reporting.

OBP provides research and analysis support about diversity in student enrollment, gender salary equity, graduation & retention statistics in our annual reports and by responding to ad hoc questions. This information establishes trends over time that demonstrate the university's commitment to diversity and opportunities for further development.

OBP's experience and knowledge regarding university and other complementary external data suggest that the office can assist in the needs of campus-wide Diversity, Equity & Inclusion (DE&I) initiatives. We will assist campus administrators and leadership to identify and support their DE&I needs. One example may be statistical reports on diversity of students, staff, and faculty for the schools/colleges and other units.

I. Planning Process Used

Planning Lead(s) Sooyeon Kim

Planning Team: Office of Budget and Planning

Planning Process Summary

- *process used to collect data,*
- *sources of data, (e.g. Institutional data, forums, town halls, focus groups, interviews, surveys, committee reports)*
- *process used to analyze data,*
- *action idea generation activities*
- *summary of engagement activities*

(1) During the fall of 2015, the Office of Budget and Planning (OBP) experienced several staffing and leadership changes. One month into the new leadership, the Executive Director and staff participated in the New Leader Accelerator program, an open and candid communication process that was facilitated by an experienced consultant. As part of the program, both the staff and the Executive Director were engaged in exercises describing areas of concerns, expectations and hopes in our work. Key theme areas from the comments were identified. All the inputs from staff were displayed in the common area (library/lunch room), ensuring that everybody could revisit his/her feedback and insight. The comments were also saved in electronic format and stored on the OBP shared server.

(2) The Institutional Research team conducted an additional assessment activity, focusing on evaluating the inventory of current efforts - a variety of institutional reports, data analyses, and on-line resources managed by the team. An assessment template was created to help each staff member evaluate his/her own inventory and identify areas for improvement/expansion and data gaps around DE&I issues. There is no due date for this self-assessment activity so that staff can continue to evaluate his/her inventory and seek feedback from the team. Individual Assessment findings and action plans were saved on the OBP shared server.

(3) OBP has leveraged staff meetings to engage in the unit's strategic planning processes. Continued inclusion of staff perspectives in planning is an essential part of this critical initiative. The staff receive updates about on-campus events and activities, and provide ideas for our DE&I goals and action plans. A template (in paper and electronic versions) to collect staff inputs was provided.

In conducting this planning work, OBP staff reviewed past and current work that would support the goals identified in the plan by consulting several sources listed below:

- Existing reports and data on OBP website
- Usage data about the OBP website
- Existing documents and reports stored on OBP server
- Databases from previous and current projects
- OBP’s task management tracking system
- Materials from past retreats
- Staff members goal statements from performance evaluations
- Directed conversations with:
 - OBP Leadership
 - IR staff
 - Budget Team

III. Data and Analysis: Key Findings

Summary of Data, Key Findings, Themes and Recommendations

OBP produces a number of reports and provides data support and analyses for the university community in meeting their data needs around diversity questions on students, faculty and staff. Types of data include (a) student enrollment, freshman characteristics, retention/graduation statistics, academic performance (i.e. GPA), degrees awarded, and student survey results; and (b) faculty and staff counts, tenure attainment, and salary equity reports.

Many OBP reports permit units to see the differences across subgroups (i.e. race and ethnicity, gender) that may help them address diversity issues. However, we also identified analyses that do not contain diversity information, and which might be updated, if such data would be useful to units. For instance, current reports of undergraduate time-to-degree lack race/ethnicity or gender specification. Over time, OBP will collaborate with schools/colleges and units to identify their unmet data needs and support their efforts in diversity planning and assessment.

The OBP website provides a number of reports useful to both internal and external users. A key component of our website is the new page we have added under Facts & Figures, called “Diversity, Equity & Inclusion Data Resources.” This provides a listing of OBP-maintained reports and dashboards that provide data about DE&I issues. By providing this listing with direct links to the resources, it is easier for constituents with DE&I data needs to more quickly find the desired statistics. OBP also plans to assess the web accessibility of its site for ADA compliance.

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

The Office of Budget and Planning strategic objectives, planned activities, and measures of success have been aggregated into the University’s four domains. Each of these strategic objectives is accompanied by success measures that will be tracked over time. For additional detail on assignments and accountabilities, see Section VI. **All strategic objectives and related actions will be pursued in accordance with the State and Federal law and University policy.*

A. Recruitment, Retention and Development

As of May 2016, the OBP staff of eleven is 27% minority and 64% women. OBP staff FTE has been stable over the past decade. Whenever we have a vacancy, attention will be given to attract a diverse candidate pool.

Starting the AY 2016-17, Institutional Research (IR) team in OBP will host a graduate student research intern, with assistance of the Center for the Study of Higher and Postsecondary Education (CSHPE) Internship Program. This internship opportunity had been posted to the entire admitted/first-year students and later extended to the rising second-year students in the CSHPE Master's Program. We assume our participation in this internship program to be another opportunity to bring diversity of perspective to the staff. This prospective intern will work closely with IR team in various projects including DE&I related tasks and assignments.

In addition, OBP strives to provide a working environment that promotes equity and inclusion for its incumbent staff. As part of this endeavor, OBP recognizes that its staff need professional development opportunities to keep current with the changing work environment.

Five-Year Strategic Objective 1.

Attract a diverse staff in accordance with U-M Central Human Resources Diversity Recruitment Initiative.

Measures of Success:

Makeup of the applicant/candidate pool(s) for future position(s) (i.e. # applicants/candidates by gender and minority status).

FY17 Action

1. Leadership and HR Lead develop a policy that explains actions to be taken to consider diversity, equity & inclusion in our recruitment and hiring practices.
2. Our job description for future internship positions will highlight our mission and commitment in delivering DE&I related information, research and analysis to the University community. We also stress that this intern will assist in DE&I-related projects. It is anticipated that this effort will help attract students who have been engaged in various activities around DE&I or who have research interests/ experiences on this topic, many of whom may have demographically, socioeconomically diverse backgrounds.

Primary DE & I Goal: Diversity

Other applicable domain: Promoting an equitable and inclusive community.

Five-Year Strategic Objective 2.

Commit to supporting high quality professional development and learning opportunities to enhance performance and career growth of staff.

Measures of Success:

1. Staff participation in training programs or professional development opportunities on campus or outside the university.
2. Documented policy.
3. Professional development plans for each staff member.

FY17 Actions

- A. Conduct a review of professional development opportunities and learning opportunities that staff have participated in over the past few years, and check to make sure that participation and opportunities have been equitable.
- B. Implement/document a policy on professional development and learning opportunities available for all staff members.
- C. Establish professional development plans for each staff member.

Primary DE & I Goal: Equity

Other applicable domain: Promoting an equitable and inclusive community.

B. Education and Scholarship

Five-Year Strategic Objective 1

Create systematic educational opportunities for staff regarding DE&I concerns in the workplace and within the university community at large.

Measures of Success

1. Enhanced knowledge and understanding about the DE&I issues.
2. The generation and implementation of new ideas for supporting DE&I through discussion at staff meetings.
3. Staff participation in any DE&I related events or engagement activities.

FY17 Actions

- A. Catalog campus resources, articles and research
- B. Identify, post and encourage staff participation in campus-wide opportunities (i.e. MLK day event, cultural/arts appreciation day, story-time, discussion forum) designed to cultivate diversity-related skills.
- C. Invite (a) guest speaker(s) to discuss DE&I issues.
- D. Use of staff meetings to provide consistent opportunities for dialogue, training and activities.
- E. Identify intercultural competence assessment tool effective for small office.

Primary DE&I Goal: Diversity, Equity & Inclusion

Other applicable domain: Promoting an equitable and inclusive community.

C. Promoting an Equitable and Inclusive Community

Five-Year Strategic Objective 1

Continue and deepen staff's engagement with regard to refining, evaluating and prioritizing actions and strategies for OBP DE&I plans.

Measures of Success

1. Number of ideas/suggestions for plan updates and revision for FY18 onward

FY17 Actions

- A. Develop processes and mechanisms to engage staff in the planning process.

Primary DE&I Goal: Equity & Inclusion

Other applicable domain: Education

Five-Year Strategic Objective 2

Commit to fostering a more inclusive and equitable environment in OBP

Measures of Success

1. Ideas shared with staff on how to include activities in their normal work that promote an equitable and inclusive community.
2. Evidence of protocol for staff members to voice their concerns or challenges they have or anticipate related to DE&I.
3. Documented procedures and resources to help resolve concerns from staff members.

FY17 Actions

- A. Facilitated by an experienced consultant, the OBP staff will revisit the outcomes of the fall 2015 New Leader Accelerator program (see Section I. (1) in Page 2) at our annual office retreat, exploring whether areas of concerns have been addressed and whether the expectations and hopes for the work of the office were realized. Through this open and candid communication process, we also discuss our work environment around DE&I.
- B. Facilitate an informal/ or formal channel for staff members to express areas of concerns or challenges that they are having or anticipate.
- C. Ensure that everyone knows administrative processes that can be used to request help around diversity, equity & inclusion within OBP and beyond.
- D. Supervisors list goals or actions that would promote an equitable and inclusive community, followed by a discussion about what people are doing.

Primary DE&I Goal: Equity & Inclusion

Other applicable domain: Education

D. Service

As evidenced in the Data and Analysis part of this planning document, OBP generates many reports and studies that may benefit the planning process of units across campus.

2016 marks the administration of the Survey of Freshman Admits (SOFA), a research project the University undertakes every five years to better understand how incoming freshmen experience the college recruitment process. When the data collection is completed in early FY17, the vendor-provided reports will be examined for areas that can help fill gaps in current OBP reports. For example, we anticipate that we will develop and distribute reports that help the Office of Enrollment Management understand perspectives of low-income and URM admits.

In addition, the UMay (University of Michigan Asks You) survey will be conducted again in FY17, with most of the data analysis & reporting in FY18. This project is committed to broadening our understanding of the undergraduate experience at the University of Michigan-Ann Arbor. The UMay survey data should be examined for DE&I purposes as well. It is anticipated that focused reports and analyses that deal with DE&I issues will be created to assist units.

Five-Year Strategic Objective 1.

Expand the OBP inventory of reports/analyses related to DE&I issues that meet the needs of the University community

Measures of Success

1. Number of data inquiries, reports and analyses.

FY17 Actions.

- A. Invest in statistical software or analytical tools that enable us to examine meaningful subgroup differences effectively and efficiently.
- B. Ensure that everyone enters “Diversity”, “Equity” or “Inclusion” in a Keyword field within the OBP task management tracker when a request or task has a DE&I component, to help with tracking.
- C. Regularly review DE&I related requests, and discuss issues such as whether to add the report to the website, start producing the report on a regular basis, share best practices with other units, do a breakdown by other DE&I categories, etc.
- D. Start conversations about the ways that promote the availability of the data made available by the Institutional Research team. We begin to achieve this goal by making a presentation at one of Academic Affairs Diversity Planning Group meetings about our DE&I related information, analysis and research. At the end of the presentation, we would conduct a brief survey asking for additional data needs in the schools/colleges and units and also seek input on our current website and available on-line resources.
- E. Dedicate one session of the annual office retreat to discussion of OBP DE&I related research.
- F. Use staff participation at AAUDE (Association of American Universities Data Exchanges), AIR (Association of Institutional Research) and MI-AIR (Michigan Association for Institutional Research) conferences to glean ideas about other DE&I-related research on peer campuses. After every conference, convene a staff meeting to discuss the feasibility of adapting here.

Primary DE&I Goal: Diversity, Equity and Inclusion
Other applicable domain: Education

Five-Year Strategic Objective 2
Improve accessibility of online resources

Measures of Success

1. Number of page visits or downloads of DE&I-related web pages and reports
2. Issues identified in the ADA review addressed

FY17 Actions

- A. Conduct an accessibility (ADA) review of its website.
- B. Start conversations about the ways that the OBP website can best provide DE&I related data, and how OBP can support the University website.
- C. Add any appropriate new reports and analyses to the resources listed under “Diversity, Equity & Inclusion Resources” on our website.

Primary DE&I Goal: Diversity, Equity and Inclusion
Other applicable domain: Promoting an equitable and inclusive community

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

Diversity

- Makeup of applicant/candidate pool(s).

Equity

- Number of participants in learning and professional development opportunities.
- Documented policy on professional development opportunities.
- Professional development plans for each staff member.

Inclusion

- Ideas/suggestions for plan updates & revision for FY18 onward.

Equity & Inclusion

- Documented procedures/resources to help resolve DE&I concern.
- Protocol for staff members to voice concerns or challenges.
- Ideas shared on how to include activities in their normal work that promote an equitable/inclusive community.

Diversity, Equity & Inclusion

- Staff Participants in Diversity, Equity, and Inclusion events and activities.
- Level of interest, knowledge and understanding in this topic.
- New ideas for supporting DE&I from the discussion at staff meetings.
- DE&I-related data inquiries, reports and analyses.
- Page visits and downloads of DE&I-related information from the OBP website.

VI. Action Planning Tables with Details and Accountabilities

A. Recruitment, Retention and Development

Key Constituency	Strategic Objectives	Measures of Success	Detailed Actions Planned (measurable, specific)	Group/ persons accountable	Resources needed (if applicable)
Staff in OBP	Attract a diverse staff	Makeup of applicant/candidate pool(s) for future position(s) (i.e. # applicants/candidates by gender and minority status)	Managers develop a policy that explains actions to be taken to consider DE&I in recruitment/hiring processes.	Tammy Bimer, Jo Ann Preissner, & Tracy Pattok	N/A
			Job description for future intern will highlight our mission and commitment as DE&I research unit, and stress that this intern will work closely with DE&I related projects.	Tracy Pattok, Sooyeon Kim	
	Support learning/ professional development opportunities	Staff participation	Review professional/learning opportunities that staff have participated in over the past few years	Tammy Bimer, Jo Ann Preissner, & Tracy Pattok	N/A
			Establish a professional development plan for each staff member.		
			Implement/Document a policy.		

B. Education and Scholarship

Key Constituency	Strategic Objective	Measures of Success	Detailed Actions Planned (measurable, specific)	Group/ persons accountable	Resources needed (if applicable)
Staff in OBP	Create systematic educational opportunities for staff.	Enhanced knowledge and understanding about the DE&I issues	Catalog campus resources, articles & research.	Sooyeon Kim	N/A
			Invite (a) guest speaker(s) to discuss DE&I.		
			Identify intercultural competence assessment tool effective for small office		
		New ideas for supporting DE&I from the discussion at staff meetings, which are put into practice.	Use staff meetings for dialogue, training and activities	Tammy Bimer, Jo Ann Preissner, & Tracy Pattok	
		Staff participation in DE&I activities	Identify, post and encourage staff participation in campus-wide opportunities (i.e. MLK event)	Sooyeon Kim	

C. Promoting an Equitable and Inclusive Community

Key Constituency	Strategic Objectives	Measures of Success	Detailed Actions Planned (measurable, specific)	Group/ persons accountable	Resources needed (if applicable)
Staff in OBP	Foster a more inclusive and equitable climate in OBP	Documented procedures/r esources to help resolve concerns	Ensure that everyone knows administrative process that can be used to request help around diversity, equity & inclusion within OBP and beyond.	Tammy Bimer, Jo Ann Preissner & Tracy Pattok	N/A
		Protocol for staff members to voice their concerns or challenges they have or anticipate related to DE&I.	Revisit the outcomes of the Fall 2015 New Leader Accelerator program, and discuss our work environment around DE&I. Facilitate an informal/ or formal channel for staff members to express areas of concerns or challenges that they are having or anticipate.		
		Ideas shared with staff on how to include activities in their normal work that promote an equitable/inc lusive community.	Supervisors list goals or actions that would promote an equitable & inclusive community.		
	Continue and deepen engagement of staff with regard to refining, evaluating and prioritizing actions and strategies for OBP DE&I plans.	# ideas/ suggestions for plan updates & revision for FY18 onward.	Develop processes and mechanisms to engage staff in the planning process.	Sooyeon Kim	N/A

D. Service

Key Constituency	Strategic Objective	Measures of Success	Detailed Actions Planned (measurable, specific)	Group/ persons accountable	Resources needed (if applicable)
University community	Expand inventory of DEI reports and analyses.	# data inquiries, reports & analyses	Invest in statistical software or analytical tools that enable us to examine meaningful difference across the subgroups	Tammy Bimer & Tracy Pattok	Analytical tools/ statistical software
			Ensure that everyone enters “Diversity”, “Equity” or “Inclusion” in a Keyword field within the OBP task management tracker when a request or task has a DE&I component, to help with tracking.	Tracy Pattok & Sooyeon Kim	N/A
			Regularly review DE&I related requests, and discuss issues such as whether to add the report to the website, start producing the report on a regular basis, share best practices with other units, do a breakdown by other DE&I categories, etc.	Tracy Pattok	N/A
			Start conversations about the ways that can identify data needs of schools/colleges and units and promote the availability of the data made available by the IR team. Make a presentation at AADPG meeting and conduct a survey.	Tracy Pattok & Sooyeon Kim	N/A
			Dedicate one session of our annual office retreat to discussion of our DE&I-related research.	Tracy Pattok, Jo Ann Preissner, Tammy Bimer	N/A
			Use our participation at conferences to glean ideas	Patti Wolf, Sooyeon Kim,	N/A

			about other DE&I related research on peer campuses, and discuss the feasibility of adapting them for our campus.	Sinji Yang, Lee Katterman, & Tracy Pattok	
	Increase web accessibility	# issues identified in ADA review.	Conduct ADA review of our website.	Lee Katterman	N/A
		# page visits and downloads	Start conversations about the ways that the OBP website can best provide DE&I related data, and how OBP can support the University website.	Tracy Pattok	N/A
			Add any appropriate new reports and analyses to the resources listed under “Diversity, Equity & Inclusion Resources” on our website.		

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

The OBP Diversity, Equity and Inclusion Strategic Planning Lead (Sooyeon Kim, ksooyeon@umich.edu) is the key contact for stewardship of the plan in FY17. She will be assisted by the OBP Executive Director, Associate Director for University Budget, and Associate Director for Institutional Research in tracking and supporting the plan implementation.

This group will conduct a review of the plan in Fall 2016 and gather feedback and additional ideas to be implemented throughout the year. A midyear progress report will be presented to the OBP staff in January 2017, and a final evaluation of Year One success measures, accomplishments against the plan as well as Year Two recommendations will be presented to OBP beginning in April 2017.