

**DIVERSITY, EQUITY & INCLUSION
STRATEGIC PLAN**

Five-Year Strategic Objectives, Measures and FY19 Actions

July 6, 2018

Office of Budget and Planning

Diversity, Equity and Inclusion Strategic Plan

Five-Year Strategic Objectives, Measures and FY19 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 that 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 is composed of 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 closely with other data providers across campus, including Human Resources Information Service, Financial Operations, 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 the 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 in the areas of diversity in student enrollment, graduation & retention statistics, gender salary equity via annual reports, and responses 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. The office currently assist campus administrators and leadership to identify and support their DE&I needs, such as through statistical reports on diversity of students, staff, and faculty.

II. 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*

OBP-sponsored engagement activities for Year Two include (1) DE&I training (2) guest speaker lecture and (3) video presentation. In September 2017, the entire OBP staff attended a half-day "Unconscious Bias" training session. Another DE&I training session "Change it up! ByStander Intervention skills" is scheduled for summer 2018. In the spring of 2018, Deputy Chief Diversity Officer, Dr Katrina Wade-Golden, was invited to have a DE&I conversation with OBP staff. As a group OBP staff watched the video of MLK Keynote Lecture by Hill Harper at an office potluck. Along with OBP-sponsored activities, individual staff members participated in a wide variety of DE&I activities on campus and beyond. Over the past year, OBP staff attended on average four events or activities, including campus-wide events and activities conducted by other units.

As part of assessment process, excel spreadsheet is used to track progress on the action items proposed for Year Two. Staff were encouraged to record their participations in (1) DE&I-related activities and events and (2) professional development and learning opportunities. Every staff member listed his/or her DE&I participations as part of their annual performance review for FY18 and included DE&I goal and actions in their goal statements for FY19. Supervisors discussed a professional development plan with each staff member as part of the annual review

and goal-setting process.

As another assessment process, the Unit Lead conducted a survey to obtain genuine feedback and suggestions. The survey questions are as follows:

- What are your overall impressions of the OBP's DE&I activities for FY18?
- What challenge(s), if any, did you face that affected your interest in participating in DE&I event/activity?
- What did you learn from your experience with OBP's DE&I activities for FY18?
- What activities and resources would you recommend for DE&I FY19?
- Are there specific suggestions/recommendations for the Unit Lead?

Out of 12 staff members, including 2 new hires, 9 staff members responded to the survey. Their responses were anonymously collected and stored in an electronic format on the group server for staff to easily view it.

In conducting this planning work for Year Three, we reviewed past and current work that supports the goals identified in the plan by consulting several sources listed below:

- Staff feedback from internal survey (spring 2018)
- 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
- Staff members professional development and learning opportunities
- Staff members participations in DE&I activities
- Staff members goal statements from performance evaluations
- Progress Tracking template
- Communications with: OBP Leadership and Staff Members

III. Data and Analysis: Key Findings

Summary of Data, Key Findings, Themes and Recommendations

1) Recruitment, Retention and Development

OBP had two open positions over the past year. As the unit's open position posting policy suggests, positions were posted with groups that represent diverse populations to attract more diverse applicants. However, this effort did not significantly increase the diversity in the applicant/candidate pool. Despite the challenge in attracting diverse applicants, OBP's commitment to achieve this goal will continue.

As of July 2018, the OBP staff of twelve is 8% minority (one Asian American and eleven White Americans) and 58% women (seven women and five men). OBP staff FTE has been stable

over the past decade. When a vacancy occurs, attention will be given to attract a diverse candidate pool according to the job posting policy.

OBP strives to provide a working environment that promotes equity and inclusion for incumbent staff. As part of this endeavor, OBP recognizes that staff need professional development opportunities to keep current with the changing work environment. Supervisors reviewed staff participations in professional development and other learning opportunities over the past year and inquired as to whether there were any hurdles or challenges that affected these opportunities. Leadership will continue to support and encourage staff to seek professional development and learning opportunities.

2) Education and Scholarship

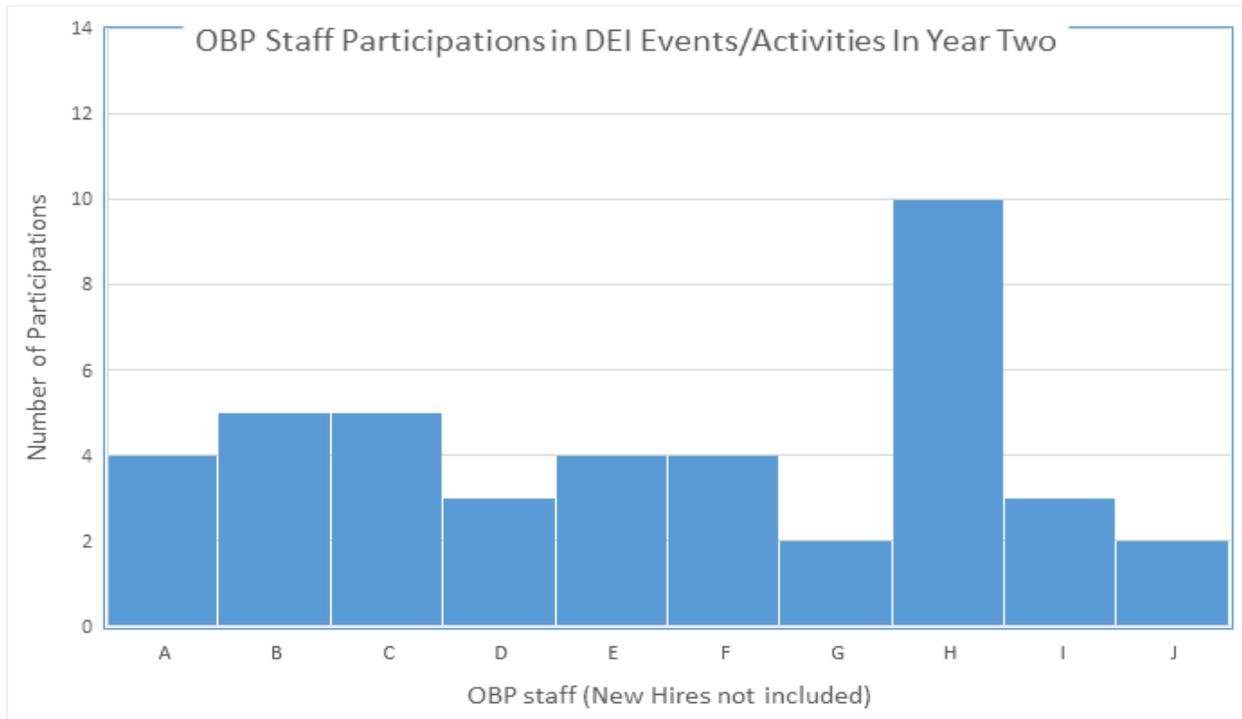
DE&I events and activities, either internal or external, campus resources, articles and research around DE&I are publicized primarily through email or staff/team meetings. As a small office, the Unit Lead also promotes DE&I opportunities through informal channels, such as lunch conversations or casual check-ins. Campus resources and programs are also catalogued in electronic format in the shared server, ensuring consistent and systematic educational opportunities for staff.

The following are engagement activities sponsored by OBP to enhance awareness, interest, and understanding about the DE&I issues.

- DE&I training courses
 - Unconscious Bias (September 2017)
 - Change it Up! ByStander Intervention Skills (scheduled for summer 2018)
- Video presentation of MLK Symposium keynote lecturer (February 2018)
- DE&I conversation with a guest speaker Katrina Wade-Golden (May 2018)
- OBP Staff Climate Survey finding discussion (scheduled for summer 2018)

Every staff member listed his/or her participation in DE&I activities and events as part of their annual performance review for FY18 and included DE&I goal and actions in their goal statements for FY19. Over the past year, OBP staff, including 2 new hires, participated in an average of four DE&I activities each. Overall, staff reported positively about their DE&I engagement activities, and feel that the activities and events had increased their awareness, interest and understanding of DE&I issues on campus.

Some staff members said that their busy work schedules might be a hurdle to attend campus programs. As alternatives, they sought evening events, online training, video presentations, or opportunities that can be taken outside their work schedule. The Unit Lead is exploring opportunities to offer more DE&I opportunities and resources to her OBP colleagues.



3) Equitable and Inclusive Climate

As one of Year One action items, OBP leadership team drafted its internal protocol about the process that OBP staff request help around DE&I. The Executive Director is planning to communicate our protocol in the summer of 2018. This is an ongoing effort. As we establish a process within OBP and beyond, we will ensure staff are fully aware of the process.

We facilitated university resources/programs that staff could utilize for expressing their challenges and concerns. The Unit Lead cataloged resources available to staff in the event of bias incidents on our group server. Campus wide programs, such as (1) Consultation and Mediation Services for Faculty and Staff, and (2) the Compliance Hotline, have been posted in the common area for staff to see.

OBP All Staff Climate Survey findings were shared by OBP Leadership (Executive Director and Associate Directors). The Unit Lead and Executive Director carefully reviewed the findings and prepared slides about the survey results. OBP plans to discuss the survey results with staff in the summer of 2018.

4) Service

As a DE&I research unit, we are committed to providing data support and analyses for the university community and increasing awareness through our delivery of data and information related to DE&I. Many OBP reports permit constituents to see the differences across subgroups that may help them address diversity issues. We are also being more intentional about using our survey data to help answer research questions related to DE&I. For example, OBP partnered with the Center for the Education of Women Plus (CEW+) to add several new survey items investigating the experiences of undergraduates with dependents or student-parents. The results were shared widely with the Council for Non-traditional Students (COUNTS). Looking ahead to next year, OBP intends to continue to collaborate with campus units.

The OBP websites provide a number of reports useful to both internal and external users. A key component of our website is the page we have added under “Facts and Figures”, entitled “Diversity, Equity & Inclusion Data Resources.” This provides a listing of OBP-maintained reports and dashboards that provide DE&I data. We have added the Ann Arbor Campus Snapshot Infographic to our inventory. From June 2017 to May 2018, our Diversity page (<http://obp.umich.edu/root/facts-figures/diversity/>) was viewed 622 times. Our DE&I Strategic plan was downloaded 88 times and DE&I related reports were downloaded 463 times during this period of time. This statistic will be used as the baseline information on the utilization of our online resources. We will continue to measure the number of page visits or downloads of DE&I-related web pages and reports to track how widely our DE&I resources are used.

In collaboration with IQ/ITS, OBP has implemented the University Metrics and Michigan Metrics over the past years to deliver relevant data and information on the university’s diversity profile and trends. As part of the DE&I strategic planning effort, OBP is also involved in developing a DE&I dashboard that supports Unit Metric Reports.

Since spring 2016, OBP websites were evaluated and ADA compliance improvements discussed. The website and online resources as currently configured provide good accessibility, and a few additional improvements were recommended. We have since implemented improvements per recommendations.

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

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. # minority applicants/candidates).

FY19 Actions

1. Working in cooperation with central HR, we will assure our future open positions are posted widely.
2. Include messaging on the importance of DE&I in open position posting.
3. Our job description for internship position highlights 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.

Primary DEI 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. Professional development plan for each staff member.

FY19 Actions

- A. Conduct a review of professional development opportunities and learning opportunities that staff have participated in over the past year, and check to make sure that participation and opportunities have been equitable **as appropriate**.
- B. Communicate and/or update as needed OBP policy on professional development and learning opportunities to staff.
- C. Establish a professional development plan for each staff member.

Primary DEI 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 DE&I issues.
2. The generation and implementation of new ideas for supporting DE&I
3. Staff participation in any DE&I related events or engagement activities.

FY19 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, arrange a DE&I training session, or organize a group watch of DE&I video presentation.

- D. Use staff meetings to provide consistent opportunities for dialogue, training and activities.
- E. Connect with other small units for joint trainings and events, sharing resources and mutual support.

Primary DEI 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 FY19 onward

FY19 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.

FY19 Actions

- A. Ensure that everyone knows administrative processes that can be used to request help around diversity, equity & inclusion within OBP and other settings. Facilitate an informal channel for staff (i.e. confidential conversation with supervisor) within OBP to express areas of concerns or challenges that they are having or anticipate.
- B. Every staff member in OBP has a DE&I goal and actions in his/her goal statement.

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

D. Service

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.

FY19 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. Periodically review DE&I related requests, and discuss issues such as whether to add the report to the website, start producing the report as needed, share best practices with other units, do a breakdown by other DE&I categories, develop standards/common definitions to help guide campus analyses, etc.
- D. Identify ways to promote the availability of the data made available by the Institutional Research team.
- E. Use staff participation at AAUDE (Association of American Universities Data Exchanges), AIR (Association of Institutional Research) or MI-AIR (Michigan Association for Institutional Research) conference to glean ideas about other DE&I-related research on peer campuses. Catalog DE&I-related research and analysis presented at the conferences.

Primary DEI 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

FY19 Actions

- A. Conduct an accessibility (ADA) review of its website.

- B. Explore 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 **or/and update current inventory** 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).
- Demographic Composition:
 - Headcount
 - Race/ethnicity
 - Sex
 - Age (Generation cohort)

Equity

- Number of participants in learning and professional development opportunities.
- Professional development plans for each staff member.
- ADA compliant sites

Inclusion

- Ideas/suggestions for plan updates & revision for FY19 onward.

Climate Survey Indicators (tracked centrally)

- 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 past 12 months in work unit

Diversity, Equity & Inclusion

- Ideas shared on how to include activities in their normal work that promote a diverse/equitable/inclusive community.
- Staff Participations in Diversity, Equity, and Inclusion events and activities.
- 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)	Working in cooperation with central HR, we will assure our future open positions are posted widely.	Executive Director & Associate Directors	N/A
			Include messaging on the importance of DE&I in open position posting		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.	Associate Director for IR	N/A
	Support professional development/ learning opportunities	Staff participation in professional development & learning opportunities	Review professional/learning opportunities that staff have participated in over the past year.	Executive Director & Associate Directors	N/A
			Communicate as needed OBP policy on prof dev and learning opportunities.		
			Establish a professional development plan for each staff member.		

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 on DE&I	Unit Lead	N/A
			Guest speaker(s), training session(s), or video presentation		
		New ideas for supporting DE&I	Use staff meetings for DE&I dialogue, training and activities.	Executive Director & Associate Directors	N/A
		Staff participation in DE&I events/ activities	Identify, post and encourage staff participation in campus-wide opportunities (i.e. MLK event).	Unit Lead	N/A
			Connect with other small units for joint training/events, sharing resources and mutual support.	Unit Lead	N/A

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/resources to help resolve concerns.	Ensure that everyone knows administrative process that can be used to request help around DE&I within OBP and beyond.	Executive Director & Associate Directors	N/A
		Protocol for staff members to voice their concerns or challenges they have or anticipate related to DE&I.	Facilitate an informal 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/inclusive community.	Every staff member in OBP will have a DE&I goal and actions in his or her goal statement.		
	Deepen staff engagement with regard to refining, evaluating & prioritizing DE&I actions and strategies.	# ideas/ suggestions for plan updates & revision for FY18 onward.	Develop processes and mechanisms to engage staff in the planning process.	Unit Lead	N/A

D. Service

Key Constituency	Strategic Objectives	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 subgroups	Executive Director	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.	Associate Director for IR/ IR Staff	N/A	
			Periodically review DE&I related requests, and discuss issues such as whether to add the report to the website, start producing the report, share best practices with other units, do a breakdown by other DE&I categories, etc.		N/A	
			Identify ways that promote the availability of the data made available by the IR team.		N/A	
			Use our participation at conferences to glean ideas about other DE&I related research on peer campuses, and discuss the feasibility of adapting them for our campus.		N/A	
	Increase web accessibility	# issues identified in ADA review.	Conduct ADA review of our website.	Lee Katterman	N/A	
			# page visits and downloads	Explore ways that the OBP website can best provide DE&I related data, and how OBP can support the University website.	Associate Director for IR / IR Staff	N/A
				Add any appropriate new reports and analyses or update current inventory under “Diversity, Equity & Inclusion Resources” on our website.		N/A

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

Sooyeon Kim (ksooyeon@umich.edu) is the Unit Lead and key contact for stewardship of the OBP Diversity, Equity and Inclusion Strategic Plan in FY19. 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 2018 and gather feedback and additional ideas to be implemented throughout the year. A midyear progress report will be presented to the OBP staff in spring 2019, and a final evaluation of Year Three success measures, accomplishments against the plan as well as Year Four recommendations will be presented to OBP beginning in summer 2019.