

# **DIVERSITY, EQUITY & INCLUSION STRATEGIC PLAN**

**Five-Year Strategic Objectives, Measures and FY20 Actions**

**July 9, 2019**

**Office of Budget and Planning**

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

## I. Diversity, Equity & 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 & 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 an administrative 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 and 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 (DEI) initiatives. The office currently assist campus administrators and leadership to identify and support their DEI 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

- collect data from several sources (e.g. institutional data, forums, town halls, focus groups, interviews, surveys, committee reports)
- analyze data with an eye toward serving OBP goals and objectives
- generate engagement activity ideas
- present ideas to leadership and staff members for feedback and decisions

Several sources of ideas and input are tapped to plan future engagement. OBP sponsored activities during Year Three, including DEI workshops, guest speaker presentations, and video presentations. During and after these activities, the OBP Planning Lead collected opinions and suggestions to use as potential future activities. In addition, OBP tracks participation by individual staff members in activities offered by other units or ODEI, keeping a list of them in an Excel database. Staff members also report DEI participation and professional development activities as part of their annual performance reviews for FY19, include DEI-related goals and actions in their plans for FY20, and discuss both topics with their supervisor as part of the annual review and goal-setting process.

In the spring of 2018, the OBP Unit Lead conducted an anonymous survey to obtain feedback about the OBP DEI programming and suggestions for future actions and activities. The survey asked:

- What are your overall impressions of the OBP's DEI activities for FY19?
- What challenge(s), if any, did you face that affected your interest in participating in DEI event/activity?
- What did you learn from your experience with OBP's DEI activities for FY19?
- What activities and resources would you recommend for DEI FY20?
- Are there specific suggestions/recommendations for the Unit Lead?

Nine of OBP's 12 staff members responded to the survey. Their anonymous responses were collected and provided in electronic format for staff to view.

Near the end of FY19, the OBP Planning Lead, Sooyeon Kim, left the U-M for a new position. Her replacement is Madison Smith. Since she is new to the role of DEI Planning Lead, she will spend some time during the early part of FY20 reviewing the input collected about FY19 activities and prepare some proposals for activities for the coming year that will address OBP

objectives and goals. Activities related to Sexual Harassment and Misconduct Prevention, a new area of emphasis in DEI, will definitely be included this year.

### **III. Data and Analysis: Key Findings**

#### **Summary of Data, Key Findings, Themes and Recommendations**

##### **1) Recruitment, Retention and Development**

OBP had two open positions during the current fiscal year. According to unit policy, the positions were posted with groups that OBP and HR believe represent diverse populations with the object of attracting qualified candidates from diverse backgrounds. Like in the past, this effort appeared to have a small effect on the diversity in the applicant/candidate pool. OBP remains committed to pursuing greater diversity in applicant and candidates.

As of July 1 2019, the OBP staff consisted of twelve individuals; all staff members are white and U.S. citizens. The OBP staff FTE has been stable at 11-12 over the past decade.

OBP strives to provide a working environment that promotes equity and inclusion for all staff members. As part of this endeavor, OBP leadership recognizes that professional development opportunities is essential for staff members to keep current with the changing work environment and individual job requirements. Furthermore, all annual reviews include inquiries about professional development as well as whether there were any hurdles or challenges that affected these opportunities.

##### **2) Education and Scholarship**

The unit's DEI lead takes responsibility for sharing news of DEI-related events, resources, news articles, and research reports, which are primarily shared through email or announcements at staff meetings. All of these opportunities are catalogued on the unit's shared server for continuing reference. The Unit Lead also promotes DEI opportunities through informal channels, such as lunch conversations or casual check-ins.

Here is a list of activities sponsored by OBP to enhance awareness, interest, and understanding of DEI issues.

- Change it Up! Bystander Intervention Skills, DEI training course (October 2018)
- OBP Staff Climate Survey findings discussion (October 2018)
- Maya Kobersy, Associate General Counsel, discussed legal issues of DEI (December 2018)
- Ethriam Brammer, Rackham Assistant Dean, discussed his efforts to promote DEI (May 2019)

Participation in DEI activities and events by individual OBP staff member is recorded by the Unit Lead, and these activities are also referred to during annual performance reviews. Over the past year, OBP staff members participated in a dozen different DEI activities. Overall, staff members have provided positively about their involvement, and feel that the activities and events increased their awareness, interest and understanding of DEI issues on campus.

Some staff members note that their work schedules are a hurdle to attend campus programs. As alternatives, they sought evening events, as well as reading or online resources that can be

pursued when time permits. The Unit Lead has been exploring opportunities to offer more DEI opportunities and resources to her OBP colleagues.

### 3) Equitable and Inclusive Climate

OBP leadership team drafted and has shared a protocol for OBP staff to request DEI-related assistance. In a related effort, the Unit Lead has published to the unit's server a catalog of existing University resources available to staff in the event of bias incidents. Additionally, notices for campus-wide programs, such as Consultation and Mediation Services for Faculty and Staff, and the Compliance Hotline, have been posted in common areas for all staff to see.

During the summer of 2018, OBP leadership (Executive Director and Associate Directors) reviewed the findings of the unit's Staff Climate Survey findings were shared by OBP Leadership. In October 2018, the Unit Lead and Executive Director shared a presentation on the findings to all staff and discussed the implications of the survey results and possible actions the unit might undertake in the future.

### 4) Service

OBP is in a position to provide data support and analyses for the university community and in this way can assist with DEI understanding and awareness. Many OBP reports permit constituents to see the differences across subgroups that may enlightening. In addition, OBP has been able to provide data to answer specific questions from ODEI and other units.

The OBP website posts many reports useful to both internal and external users with DEI-related interests. The website includes a page, titled "Diversity, Equity & Inclusion Data Resources" that links to standard reports prepared by OBP with DEI data. From July 2018 through June 2019, OBP's Diversity page ([obp.umich.edu/campus-statistics/diversity/](http://obp.umich.edu/campus-statistics/diversity/)) was viewed 1,083 times (up from 622 times the previous fiscal year). During this time period, DEI-related data reports were downloaded 555 times (compared to 463 last year), OBP's DEI Strategic plan was downloaded 87 times (compared to 88 last year), and links to other U-M DEI-related pages were clicked 59 times (compared to 30 times last year).

Another data resource of value to the university is a collection of dashboards – University Metrics and Michigan Metrics – developed and maintained in a collaboration between OBP and Information Quest (IQ) of ITS. In the last year, OBP has been involved in developing a dashboard specifically for ODEI's needs. The dashboard was published in December 2018. Currently work is in progress to develop the processes for updating the dashboard on a regular basis.

The OBP website was redesigned during the second half of FY19. As part of the redesign, the site design followed ADA compliance in order to continue to provide good accessibility.

## **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. number of minority applicants/candidates).

FY20 Actions

- Working in cooperation with central HR, we will assure that all open positions are posted widely.
- Include language stressing the importance of DEI in open position posts.

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:

- Staff participation in training programs or professional development opportunities on campus or outside the university.
- Professional development plan established for each staff member.

FY20 Actions

- 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.
- Communicate and/or update as needed OBP policy on professional development and learning opportunities to staff.

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 DEI concerns in the workplace and within the university community at large.

Measures of Success

- Enhanced knowledge and understanding about DEI issues, with special attention to Sexual Harassment and Misconduct Prevention.
- The generation and implementation of new ideas for supporting DEI
- Staff participation in any DEI-related events or engagement activities.

FY20 Actions

- Continue to populate the catalog of campus resources, articles and research for OBP staff members.
- 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.
- Invite guest speakers to discuss DEI issues (including Sexual Harassment and Misconduct Prevention), arrange for DEI training sessions, or organize opportunities for OBP staff members to watch DEI video presentations as a group.
- Use staff meetings to provide consistent opportunities for dialogue, training and activities.
- 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.

#### 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.

FY20 Actions

- Support unit-level participation in mandatory training.

### **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 DEI plans.

Measures of Success

- Contributions from OBP staff members of ideas and suggestions for unit plan updates.

FY20 Actions

- Offer ways to engage staff members in the planning process.

Primary DEI Goal: Equity and Inclusion

Other applicable domain: Education

#### Five-Year Strategic Objective 2

Commit to fostering a more inclusive and equitable environment in OBP

Measures of Success

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

FY20 Actions

- Remind staff members about the administrative processes that can be used to request help around diversity, equity and 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.
- Every staff member in OBP has a DEI goal and actions in his/her goal statement.

Primary DEI Goal: Equity and Inclusion

Other applicable domain: Education

## **D. Service**

### **Five-Year Strategic Objective 1**

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

Measures of Success

- Number of data inquiries, reports and analyses.

FY20 Actions

- Review the need for additional statistical software or analytical tools that would enable OBP staff to examine meaningful subgroup differences effectively and efficiently.
- Remind staff members to add “Diversity”, “Equity” or “Inclusion” in the keyword field of the OBP task management system when a request or task has a DEI component to facilitate the unit’s evaluation of DEI-related work.
- Periodically review DEI-related requests and discuss whether new reports can be added to the diversity section of the OPB website, whether there are data practices OBP can with other units, develop standards/common definitions to help guide campus DEI-related analyses, etc.
- Identify ways to promote the availability of the data made available by the Institutional Research team.
- 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 DEI-related research on peer campuses. Catalog DEI-related research and analysis presented at the conferences.

Primary DEI Goal: Diversity, Equity & Inclusion

Other applicable domain: Education

### Five-Year Strategic Objective 2

Improve availability and accessibility of online resources

Measures of Success

- Include ADA review of any new resources added to OBP website.

FY20 Actions

- Explore ways that the OBP website can best provide DEI-related data, and how OBP can support the University website.
- Add new reports and analyses or/and update current inventory under “Diversity, Equity & Inclusion Resources” on the OBP website.

Primary DEI Goal: Diversity, Equity & Inclusion

Other applicable domain: Promoting an equitable and inclusive community

## **V. Goal-related Metrics – 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 and revision for FY20 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.
- DEI-related data inquiries, reports and analyses.
- Page visits and downloads of DEI-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 and Associate Directors	N/A
			Include messaging on the importance of DEI in open position posting		N/A
			Job description for future intern will highlight our mission and commitment as DEI research unit, and stress that this intern will work closely with DEI-related projects.	Associate Director for IR	N/A
	Support professional development/ learning opportunities	Staff participation in professional development and learning opportunities	Review professional/learning opportunities that staff have participated in over the past year.	Executive Director and Associate Directors	N/A
			Communicate as needed OBP policy on prof dev and learning opportunities.		
			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 DEI issues	Catalog campus resources, articles and research on DEI	Unit Lead	N/A
			Guest speaker(s), training session(s), or video presentation		
		New ideas for supporting DEI	Use staff meetings for DEI dialogue, training and activities.	Executive Director and Associate Directors	N/A
		Staff participation in DEI 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 and resources to help resolve concerns.	Ensure that everyone knows administrative process that can be used to request help around DEI within OBP and beyond.	Executive Director and Associate Directors	N/A
		Protocol for staff members to voice their concerns or challenges they have or anticipate related to DEI.	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 DEI goal and actions in his or her goal statement.		
	Deepen staff engagement with regard to refining, evaluating and prioritizing DEI actions and strategies.	# ideas/ suggestions for plan updates and revision for FY21 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.	counts of data inquiries, reports and 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 DEI component, to help with tracking.	Associate Director for IR/ IR Staff	N/A
			Periodically review DEI-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 DEI 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 DEI-related research on peer campuses, and discuss the feasibility of adapting them for our campus.		N/A

**D. Service (continued)**

Key Constituency	Strategic Objectives	Measures of Success	Detailed Actions Planned (measurable, specific)	Group/ persons accountable	Resources needed (if applicable)
	Increase web accessibility	Counts of issues identified in ADA review.	Conduct ADA review of our website.	Lee Katterman	N/A
		Counts of page visits and downloads.	Explore ways that the OBP website can best provide DEI-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**

Madison Smith ([msmithk@umich.edu](mailto:msmithk@umich.edu)) is the Unit Lead and key contact for stewardship of the OBP Diversity, Equity & Inclusion Strategic Plan in FY20. She will be assisted by the OBP Executive Director and Associate Directors in supporting the plan tracking and implementation.

This group will conduct a review of the plan in fall 2019 and gather feedback and additional ideas to be implemented throughout the year. A mid-year progress report will be presented to the OBP staff in spring 2020, and a final evaluation of Year Four success measures, accomplishments against the plan as well as Year Four recommendations will be presented to OBP beginning in summer 2020.