

Office of the Vice President for Communications

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Diversity, Equity and Inclusion Strategic Plan Five-Year Strategic Objectives, FY18 Actions and Measures

I. Diversity Equity and Inclusion Strategic Plan: Overview

INTRODUCTION

In the President's Charge to the U-M Community, he stated:

“From being one of the first universities to admit women in 1870 to our historic defense of race conscious admission policies at the U.S. Supreme Court in 2003, the University of Michigan has had a fierce and longstanding commitment to diversity, equity and inclusion. This commitment rests upon our recognition of the history in the United States of racial, ethnic and gender discrimination as well as our understanding that our progress as an institution of higher learning will be enhanced with a vibrant community of people from many backgrounds.”

In his statements on diversity, equity and inclusion in *On the Agenda*, President Schlissel noted:

“We cannot be excellent at the University of Michigan without being diverse in the full sense of that word, and leveraging the experiences and perspectives of the broadest possible diversity of students, faculty, and staff. We also must ensure that our community allows all individuals to thrive.

“When we engage across difference as an academic community, we expand our opportunities to learn from one another – inside and outside of our classrooms. Research demonstrates that we also achieve better learning outcomes and produce more creative and important new knowledge and levels of understanding.”

The Office of the Vice President for Communications (OVPC) plays a pivotal role in conveying both the ethos of the University of Michigan and information about its achievements and contributions. The commitment to engage and convey differing perspectives is a key underpinning of our work. Within OVPC, this strategic plan will advance that commitment, ensure that we live the principles ourselves, and guide us as we seek to operate at maximum effectiveness into the University's third century.

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Additionally, OVPC's central role compels us to develop a new template, new metrics and best practices for ourselves and the University community as a whole. These new tools will enhance our capacity to advance and advise on items of institutional and leadership priority in service to the campus community and beyond.

OVPC is committed to meeting its complex set of internal and external responsibilities with a mindful and forward-looking vision, persistence and hard work.

PLAN GOALS: DIVERSITY, EQUITY AND INCLUSION

Diversity: We commit to increasing diversity among OVPC staff—and, indirectly, throughout the University—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. "Common knowledge" among communications professionals is that there is a very small, inadequate pool of qualified diverse candidates. Conversely, recent hires in Public Affairs and at the Wallace House seem to reinforce President Schlissel's observation that lack of diversity is an issue of access, not ability.

Equity: We commit to actively 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 and/or family status, sex, sexual orientation, gender identity, gender expression, disability, religion, height, weight, or veteran status. Furthermore, we commit to support and advance, through service and leadership, the University's quest for an increasingly equitable community.

Inclusion: We commit to deliberate efforts that will ensure OVPC's work environment and our campus as a whole are welcoming to differences, listen respectfully to different perspectives and ideas, and convey to every individual a sense of belonging and inclusion. We know we can more effectively leverage the resources of diversity to advance our collective capabilities by building a critical mass of diversity on campus and creating a vibrant climate of inclusiveness.

Rationale: Mission, Vision, and Values

We seek to build a staff that represents the population we live in and serve, and a work culture that understands and celebrates differences. These actions will boost creativity and the exchange of ideas, and will ensure we are prepared to advance the university's standing among the world's great institutions of higher education, to carry forward leadership's priorities, and to draw the best students, faculty and staff who will significantly impact our complex world.

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II. Planning Process Used

- A. In October 2015, we distributed an all-staff survey, the results of which were analyzed by Kerby Shedden, professor of statistics, biostatistics and director of the Center for Statistical Consultation and Research (CSCAR).
- B. In November 2015, we secured OVPC demographic data with analysis by HR's Stephen Reck.
- C. In December 2015, OVPC conducted an all-employee town hall meeting facilitated by OVP/Student Life's Anita Bohn.
- D. In late-January 2016, we convened our DEI Planning Team and began our work. In addition to the co-planning leads, this team is comprised of one representative from each OVPC division.
- E. Our committee continued its work through 2016-and FY 2017. We continue to meet monthly.

FY17 Highlights

As we kicked off our DEI effort this year, we held several staff engagement activities. An art historian had us looking at the world through new lenses, gathering new perspectives. Denise Williams taught us all about unconscious bias, and we held a required session on civil discourse and listening skills when viewpoints diverge. We provided our auxiliary staffs with funds to compensate all employee hours not billed during these sessions. We also have made it clear that each employee can choose from an array of classes for personal growth, at division cost.

We introduced "speed dating" at our cross campus Communicators' Forum meetings. An entire session was dedicated to listening, learning, networking with one another in short speed date style sittings.

We instituted a clear open door policy, and communicated to all staff their opportunities to talk to managers about anything on their minds.

We hired a dedicated storyteller who lived within our Public Affairs staff to strategically communicate the stories of diversity, equity and inclusion across campus. That position is open again and we are in the process of filling it.

In an effort to build a more diverse staff when positions open up, we researched and increased the number of places our jobs are posted most likely to attract a diverse candidate pool.

We found that, based on legal advice, a couple of our original ideas wouldn't work, such as an ombudsman and a suggestion box. We have switched focus to launching a mentorship program, and developing an onboarding process for new employees that helps them feel welcome and

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productive from the beginning of their time on staff.

In addition to the work we did for our own division staff, we worked with all Fleming Administration Building staffs to form a Fleming DEI Committee, which produced and communicate an afternoon of team building and networking -- and brought in two great speakers: Scott Page and Betsy Erwin. Feedback shows this event was a success

Institutional DEI communications support began in 2015 and continues. In addition to our committee work that supports our own staff, all of our work teams (including Michigan News, Public Affairs, Internal Communications, Michigan Creative, Photography and Media and the Director of Executive Communications) have actively worked to include DEI concepts in the overall institutional messaging and images since the inception of this effort. Support included:

- Promotion and coordination of first DEI Summit, Be There Be Heard, in fall 2015
- Promotion and design of U-M's Strategic Plan on DE&I in the fall of 2016 including promotion/marketing/communications around the annual summit and DE&I efforts on campus including social media support, internal communications and a recap video
- Redesign of DE&I website spring/summer 2017
- Video series on individual DE&I efforts across campus
- Promotion of 2017 fall DE&I summit + design of first annual progress report, integrated communications support including Record coverage, live streaming, video, etc.
- Marketing toolkit of DE&I marketing materials for campus communicators to use to communicate about their individual efforts.

FY 2018 Plans

In FY 2018, we have plans to advance both our own division's DEI awareness, and to continue our work on behalf of the entire university's DEI efforts.

Office of the Vice President for Communications plans include:

- Initiate rollout of the mentorship program.
- Complete development and rollout of improved onboarding process.
- Cross division review of all materials we produce to see how we are implementing the principles in practice.
- Review the Cultural Survey results and decide what further improvements to plan.
- Investigate further any actions that can ensure a more diverse applicant pool. We have limited hiring opportunities each year for very specialized positions. We have extended our posting process, but will look at further opportunities.
- Require some management training to enhance DEI-related knowledge and skills.

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- Build on management team’s knowledge of the benefits of a diverse staff by bringing Scott Page as a speaker and provide copies of his book, *The Diversity Bonus*.
- Host another Town Hall meeting this year to gather input and communicate ideas with the entire staff.
- Clarify methods of conflict resolution for staff, using the option of a skip level manager meeting for conflicts involving one’s supervisor.

The DEI committee working on our own staff plan has remained in large part in tact, as shown below:

Planning Lead: Lee Doyle

Planning Team: Mandira Banerjee
 Yasin Id-Deen (departed the University in August, 2017)
 Kerri Pepperman
 Elisse Rodriguez
 Tracy Samilton (left the team in early 2017)
 Kathy Agosta (replaced Tracy on the team)
 Pat Sellinger
 Austin Thomason

III. Data and Analysis: Key Findings

A. Institutional statistical highlights on key workforce demographics.

Source: HR. Full results are attached in Appendix A.

1. Gender, as of November 2015

	Administration	<u>All Employees</u> (includes Administration)
Male	12%	39%
Female	88%	61%

2. Age, as of November 2015

Age Range	Staff Managers	<u>All Employees</u> (includes Staff Managers)	Percentage <u>All Employees</u> (includes Staff Managers)
20-29	0	12	9.5%
30-39	1	32	25.4%
40-49	6	34	27%

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50-59	13	34	27%
60-69	5	14	11.1%

The generation of Boomers has decreased, while GenX is up slightly and Millennials increasing more. Managers trend older than the pool of non-managerial employees.

3. Ethnicity/Race

Staff Managers	Year 2011		Year 2015 (Nov)*	
	Percent	Number	Percent	Number
Asian	0%	0	4%	1
Black	0%	0	0%	0
Hispanic or Latino/a	0%	0	0%	0
Two or More	0%	0	0%	0
White	100%	22	96%	24
Unknown	0%	0	0%	0

All Employees (includes Staff Managers)	Year 2011		Year 2015 (Nov)*	
	Percent	Number	Percent	Number
Asian	1.8%	2	3.2%	4
Black	1.8%	2	3.2%	4
Hispanic or Latino/a	2.7%	3	3.2%	4
Two or More	1.8%	2	.8%	1
White	90.3%	102	88.1%	111
Unknown	1.8%	2	1.6%	2

*Although our racial diversity has improved slightly since 2011, it still does not reflect the population we live in or serve.

4. Continuity of Service, as of November 2015

Years of Service	Percentage of All Employees (includes Staff Managers)
4 years or less	38.1%
5 – 9 years	25.4%
10 – 14 years	16.7%
15 – 19 years	11.1%
20 years or more	8.8%

B. Survey Research

We measured our all-staff climate survey quantitative results on a scale of 1 – 5, with 1 being the most negative and 5 being the most positive response. Staff answers mainly ranged between values of 3.9 to 4.5. In both the quantitative and narrative results, we have

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identified important opportunities for improvement. The full survey results are attached in Appendix B.

General Observations

- Collectively, we tend to be more concerned with inequities of race/ethnicity than either gender or sexual orientation.
- Although we have a general impression that our unit culture is friendly, OVPC may not be perceived as equally welcoming to all staff.
- We see room to be less contentious and more supportive, transparent and receptive to differences, including differing opinions.
- Survey comments show some concern about a lack of respect and trust toward staff.
 - Comments reflected some distrust of management, a feeling of a lack of support and transparency, and concern of being penalized for expressing divergent points of view.
 - More men than women expressed that they feel “included.”
 - Staff reported a lack praise and appreciation for good work.
 - Staff doesn’t feel entirely free to voice ideas. Quantitative scores and narrative comments were lower among under-represented minorities, lower socio-economic groups, the disabled and women staff. Men and sexual-identity minority staff rated this element slightly better, but still below what we would like to see.
 - Staff perceived a lack of respect from managers, which they feel does not invite participation or contributions.

Areas That Need The Most Work

For OVPC Staff

- Foster an environment of greater trust in the OVPC work environment.
- Engender trust among OVPC staff that they can express opinions without penalty, especially opinions that may diverge from managers’ opinions.
- Create a sense of belonging for all.
- Recognize more broadly/fairly staff contributions to mission and goals.
- Distribute work and “perks”—like desirable assignments, approval to go to professional conferences, etc.—fairly among all staff, especially within divisions.
- Practice fair treatment with all staff.
- Provide access to an impartial and fair appeal, as/if needed.

On Behalf of the University

- Provide resources that tell the DEI stories across campus.
- Provide strategic input to DEI strategy and working groups.
- Develop and implement systematic, consistent inclusion of DEI supportive messages and images in every communication that OVPC produces.

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- Provide communications leadership across campus to influence and provide tools for DEI supportive messaging.

C. Town Hall Meeting Results

With the expert guidance of Anita Bohn, those present at our all-staff town hall employed an interactive “cloud” method by which everyone contributed ideas and had the opportunity to assess the value of each. The full list of ideas is attached in Appendix C.

Top-Scored Ideas

- Be proactive and flexible in building a diverse applicant pool and evaluating applicants. Identify non-traditional avenues for recruiting diverse applicant pools and get creative about recruitment. Tap HR expertise for help.
- Be cognizant of the importance of our work environment in building diverse pools of potential new staff and retaining employees. This can be done by listening and creating an open office environment where all staff feels safe expressing their ideas without fear of rejection or negative backlash. Develop an OVPC “BeHeard” platform. Hold brainstorming sessions and implement an anonymous suggestion process.
- Establish a standing OVPC advisory team for Diversity, Equity and Inclusion.
- Establish defined mentoring, coaching and networking initiatives that include staff advancement opportunities. Consider a job-shadowing program.

Additional Ideas

- Identify the ideal DEI-engendering environment and work toward it.
- Create a more open environment between management and staff. Include non-management staff members in senior staff meetings. Practice open-door policies. Schedule manager open-office hours.
- Create several daylong intense DEI training sessions for all staff.
- More projects, in addition to DEI, should include a cross-functional, collaborative team.

D. Summary of overall OVPC Strengths and Weaknesses

Strengths

1. Women leaders: While some areas of the University continue to struggle with gender diversity, OVPC has several experienced women in leadership positions.
2. Respect: The all-staff climate survey reported that supervisors generally treat staff with respect, although not throughout.

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3. Friendly environment: The survey also shows that OVPC is perceived as a collegial and supportive work environment, although fairly significant portions of staff do not feel welcomed/included.

Weaknesses

1. Critical absence of diversity among applicants and staff: A diverse pool of applicants is critical to achieving diversity in the OVPC workplace. To this end, we must look beyond our customary talent recruitment procedures to incorporate new methods with greater potential to identify diverse applicant pools. We also must significantly update the criteria we use to define and assess qualifications.
2. Opinions: The survey and town hall show a lack of trust among OVPC staff that they can express opinions either with supervisors or in a public setting without penalty. We need to do more to foster an inclusive environment in which staff can express ideas and opinions without fear of backlash.
3. Fairness and equity: The narrative responses show a distrust of supervisors' ability to be fair. It is mentioned that opinions are not given fair consideration and sometimes trigger negative consequences. Another point that came up repeatedly was the need for supervisors to acknowledge a job well done and to distribute desirable assignments fairly.
4. Mentoring and advancement opportunities: This was another topic that emerged from the town hall. It shows one of the key issues to address is mentoring and advancement opportunities for staff.
5. Diversity among staff is required to fully inform OVPC's critical role as advisor to and proponent of the university and its leadership.
6. Diversity among staff, and routine processes are needed to ensure communications and marketing output on behalf of the University of Michigan reflects our DEI values and actions.

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

**All strategic objectives and related actions will be pursued in accordance with the law and University policy.*

IV. A. Recruitment, Retention and Development

Constituency: OVPC staff and University as a whole

Five-Year Strategic Objective 1: To achieve a substantial increase of diversity of all sorts among OVPC staff, across all divisions and at all levels, from non-exempt staff to leadership

Measures of Success: (for Objective 1): HR human capital data.

FY18 Actions: See below.

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Primary DE&I Goal: To engender a more diverse and creative workforce and work environment, thereby increasing our capacity to serve our several constituencies.

Other applicable domain: Service

IV. B. Education and Scholarship

Constituency: OVPC staff and University as a whole

Five-Year Strategic Objective 1: To raise substantially: a) understanding of, ability to work with, and openness to DEI-related goals and objectives; b) management and communications skills and knowledge among OVPC staff managers and senior staff.

Measures of Success: (for Objective 1): Annual staff climate survey; completion of mandated training; identify and select effective intercultural sensitivity tool to assess progress in these realms.

FY18 Actions: Continue policy requiring completion by all staff and managers a minimum number of relevant training opportunities per year. We offered two in 2017 and that is the likely future number.

Primary DE&I Goal: Engender a more diverse, equitable and inclusive workforce and environment, resulting in a substantially improved work environment and more effective communications products and leadership.

Other applicable domain: Service, Promoting an Equitable and Inclusive Community

IV. C. Promoting an Equitable and Inclusive Community

Constituency: OVPC staff and University as a whole

Five-Year Strategic Objective 1: a) To decrease measurably instances of questionable fairness and transparency among OVPC staff at all levels; b) to decrease measurably instances of negative comments from constituents about lack of equity and inclusion in OVPC coverage, products, priorities, etc.

Measures of Success: (for Objective 1): Annual staff climate survey; random survey of constituents; identify and select effective intercultural sensitivity tool to assess progress in these realms.

FY18 Actions: See below.

Primary DE&I Goal: To generate a workforce that can both reflect and lead the university's communications community in DEI-related contributions and achievements.

Other applicable domain: Service

IV. D. Service (as applicable)

Constituency: The University community, the broad community around the state and region; University-wide communicators

Five-Year Strategic Objective 1: Demonstratively improve OVPC's and university-wide communicators' ability to work within the parameters of new DEI-related metrics, guidelines and best practices.

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Measures of Success: (for Objective 1): Results of annual random check of OVPC and other institutional materials.

FY18 Actions: See below.

Primary DE&I Goal: To ensure the University walks the walk, consistently operating at a level of DEI-relevant excellence that serves as a model in American higher education.

Other applicable domain: All others.

V. Goal-related Metrics

Diversity

Initial plan includes quarterly review of applicants for all staff postings, from student interns to senior staff, also review of HR data on new-hires, retirements and resignations, along with continuing-workforce demographic data. This metric will be reviewed and enhanced in FY17.

Equity

Substantially decrease staff concerns about lack of fairness, access and transparency as reported in annual all-staff climate survey questions. The planned OVPC DEI working group will annually measure DEI-relevant access and equity in OVPC work products through annual review of communications work products and initiatives.

Inclusion

DEI working group will annually survey staff to measure access, inclusion, and transparency among staff and also will look at presence of elements of inclusion in OVPC and university-wide communications work products and initiatives. Note that we chose not to survey staff this year in light of the Climate Survey, and are eagerly awaiting those results.

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)
Potential applicants; also OVPC, insofar as a more diverse	Achieve a more diverse applicant pool.	Analysis of applicant pool after each	Continue to seek out new and non-traditional avenues to reach potential new hires.	OVPC HR manager; OVPC staff managers who are	Adequate funding to post to a broader selection of

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<p>workforce will advance OVPC’s ability to serve its constituents</p>		<p>posting is closed</p>	<p>Continue to locate regional and national publications/jobs boards to advertise positions.</p> <p>Further work: With HR, identify best practices and secure expert internal and/or external guidance.</p> <p>Ensure welcoming attitudes to diverse applicants and staff. (Include in Onboarding process under development).</p> <p><u>Years 1 and 2:</u> Develop and implement fresh approaches to develop diverse applicant pool—meet and greets, in person and via Skype, webinar-type information sharing sessions, Twitter chats, Snapchat Q&As, etc. with prospective applicants.</p> <p>Institute policy that all senior staff purposefully expands their professional networking at conferences and other relevant gatherings to reach out proactively to underrepresented populations (R/E, gender, SES, [dis]ability, etc.).</p>	<p>responsible for hiring and supervision</p>	<p>external websites and job-seeking searches affiliated with professional associations, including but not limited to those with underrepresented membership.</p>
<p>OVPC staff (current & future)</p>	<p>DEI interpersonal effectiveness as assessed by</p>	<p>Annual all-staff response and/or assessment</p>	<p>In development: Institute OVPC-based orientation/on-boarding process for new OVPC hires; integrate/welcome new staff into work</p>	<p>OVPC Leadership</p>	

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	effective intercultural sensitivity tool		<p>environment.</p> <p>Relevant training opportunities identified and made available to all staff.</p> <p><u>Year 2:</u> All staff: Establish minimal-hour expectation for completion of DEI-related training, starting with unconscious bias training. Completion of training factored into annual staff review.</p> <p>DEI-focused discussions at all bi-annual OVPGC all-staff meetings that incorporate OVPGC DEI-updates/progress reports. Note: DEI segment should be 2nd agenda item, rather than final item, which is easier to skip.</p>		
All OVPC staff, including managers/leadership	Create an equitable and inclusive workplace in which all employees feel valued and heard. Create a process for conflict resolution for communications staff.	Integrate this element into annual evaluations.	<p>Continue to identify and make available pertinent training opportunities for managers; topics: unconscious bias (Denise Williams), civil discourse (John Sonnega), listening skills and respecting divergent points of view, or even accepting constructive criticism.</p> <p>Continue to identify ways and/or create safe space for employees to voice their thoughts/opinions, (anonymously or not, as they choose) to managers.</p> <p>Continue with designated</p>	OVP leadership and staff managers	

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			<p>office hours for managers to hear employee concerns, suggestions.</p> <p>Establish a process for complaint resolution where an employee can choose to bring a concern to his manager, or skip a level and take it to his manager's manager.</p> <p>Address work distribution and other issues of fairness (e.g., access to high-value assignments), if/when they arise.</p>		
OVPC all staff	Establish a workplace in which all employees feel connected and engaged.	<p>Annual all-staff survey responses</p> <p>Increase awareness and buy-in among OVPC staff, in all divisions and at all levels, with regard to OVPC and U-wide DEI initiative. Keep the content fresh and interesting.</p>	<p>Bi-annual (more frequent?) discussions at OVPC-wide staff meetings that discuss current DEI-relevant developments/issues and DEI progress/plans.</p> <p><u>Years 1 and 2:</u> Establish a defined, well-developed mentorship program.</p> <p>We have identified volunteer mentors and assigned mentees. We will test the program at the end of May 2018.</p> <p>Continue with designated office hours for managers to hear employee concerns, suggestions.</p>	<p>OVPC manager(s) responsible for planning and conducting the meeting.</p> <p>OVPC senior staff and staff managers</p> <p>OVPC senior staff and staff managers</p>	<p>Dedicated time available to all staff to use for OVPC-wide staff meetings.</p> <p>Expert, highly skilled staff and managers willing to be mentors.</p>



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IV. B. Education and Scholarship

Key Constituency	Strategic Objective	Measures Of Success	Detailed Actions Planned (measurable, specific)	Group/ Persons accountable	Resources needed (if applicable)
U-M as an institution, U-M leadership (Regents, EOs, etc.)	Substantially increase OVPC’s ability to advise leadership--and communications staff throughout the university--on DEI-related efforts, thereby advancing this key institutional priority and furthering the university’s reputation of excellence.	Demonstrated improvements in grasp of substance and nuance of DEI-related topics and strategies.	<u>Year 1</u> : Unconscious bias training (Denise Williams) completed by all OVPC staff, including leadership; two other training sessions provided for OVPC. <u>Years 2–5</u> : “Refresher” unconscious bias training. Year 2 – 5: Search for expertise / courses or skill building presenters to offer to all campus communicators. Provide one or two sessions per year that enhance abilities, introduce tools for communicators to enhance effective DEI communications.	OVPC senior staff	Funding to cover expenses; e.g., staff time off in revenue-generating units; licensed presenter Funding to cover outside experts’ fees and travel.
All OVPC Staff	Help all staff be more effective in serving diverse constituencies, both inside and beyond the	As measured by annual all-staff survey. Perform regular salary equity	Make available information about training and experiential opportunities; provide adequate financial resources and leave-time for staff to complete training; in performance evaluations, require completion of a baseline number of relevant training	Staff managers (leave-time); senior staff (financial resources); OVPC DEI working group	

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	university.	analyses. Establish service satisfaction survey of random sample of constituents/customers	and/or experiential opportunities. Include in annual reviews. <u>Years 2–3:</u> Further explore and possibly adapt (if found advisable) “DEI Passport” concept from HR’s professional development model; offer growth opportunities to staff and reward them for participating.	(drawing from HR training offerings, develop repository of relevant, high-quality training opportunities)	
OVPGC Staff Managers	Ensure staff managers are prepared to recruit, hire and work with staff following DEI principals.	Assessment by intercultural sensitivity tool Include this update/status report in managers’ annual formal performance evaluation. Add manager-specific items in annual all-staff survey; follow up on their responses	Make available information about training opportunities; provide adequate financial resources and leave-time for staff and managers to complete training; require completion of a baseline number of relevant training opportunities.	Staff managers; senior staff	Information on relevant training sources and funding to cover said training.

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All OVPC leadership including senior staff	Ensure that OVPC leadership have a full grasp of and operationalize DEI principals in the conduct of OVPC operations.	Responses to bi-annual OVPC all-staff survey	<p>Complete DEI-related trainings/year, include refresher on unconscious bias. In addition to DEI-related skills and knowledge, managers’ training will include a “management training” series—from basics to executive level—on general management skills, such as “how to be a manager” “how to listen openly” “how to accept comments that may not agree with yours” “how to mentor effectively.”</p> <p>To benefit all staff: Lead by example. Continue to support staff training experiences, provide adequate funding for leave time of auxiliary personnel. Create a “library” of training sources.</p> <p>Continue ongoing OVPC DEI working group to facilitate and report on progress.</p>	All OVPC leadership including senior staff	Funding for training
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IV. 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)
OVPC as well as Communications staffs across the U	Create a workplace in which all OVPC	Staff from OVPC and other	Continue to dedicate time at Communicators’ Forum meetings for job-oriented “speed dating” and more	OVPC and other communicators on	OVPC as well as Communications staff

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	employees feel challenged and have advancement opportunities.	s/c/u's who are interested in advancement	time to network. Years 1 and 2: Allow for advancement—within and across s/c/u—where practical and possible. Create continuing plan to address viable advancement opportunities.	campus. Managers; unit HR lead.	across the U
OVPGC	Create an equitable and inclusive workplace in which all employees feel valued and heard	Bi-annual survey responses	Continue town hall sessions, one division-wide and other sessions for individual departments. Agenda must be circulated before sessions. If staff cannot attend in person they can participate via the BeHeard discussion tool.	Senior staff; department heads.	Meeting space, BeHeard forum
OVPC	Provide a method for employees to comfortably voice concerns to management.	Bi-annual survey responses	Create a “Wall of Suggestions” to be discussed at department staff meetings. Agenda must be circulated prior to meeting. Management will request staff feedback for ideas or concerns relating to the department, ranging from projects to office politics. Staff will not be penalized for expressing ideas or opinions that differ from management. Employees will write ideas/concerns on wall, either signed or anonymous.* These ideas will be discussed within the group. If individuals cannot attend, their ideas, comments, or feedback can be submitted on BeHeard.com	Department heads	Meeting space, BeHeard forum

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OVPC	Build rapport and trust between supervisors and employees; give employees opportunities to voice concerns to management.	Bi-annual survey feedback	Continue to require an “open-door policy” for department managers and upper management. Suggested activities include regular one-on-one meetings with staff, or “office hours” in which a manager schedules time for employees to drop in and discuss issues. Supervisors may use discretion in determining which activities will best fit the needs of their group. If open door policy is not followed, the managers must comply.	Senior staff and department heads
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IV. D. Service

Key Constituency	Strategic Objective	Measures Of Success	Detailed Actions Planned (measurable, specific)	Group/ persons accountable	Resources needed (if applicable)
University communities and Michigan citizens	Substantially increase presence of DEI-relevant content and values in all our work products.	Annual review of a random sample of work products in OVPC and other University areas	<p>Continue to provide a dedicated communications person to tell the cross campus DEI stories.</p> <p>Continue to provide strategic leadership on the Diversity Working Group and Strategy Group.</p> <p>Continue to provide DEI content in Presidential communications.</p> <p>Continue to charge all OVPC staff to create communications and marketing plans that</p>	OVPC leadership; OVPC DEI working group	Release time for working group members

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			<p>include and highlight DEI actions and values in the work.</p> <p><u>Year 2</u> Assign a diverse, multi-tier work group to develop new metrics, guidelines and best practices by which DEI-relevant content will imbue every work product in some way, be it in chosen topic or content or story angle, by experts quoted and/or cited, etc.</p> <p>Include topics of DEI communication strategy, and skill-building into meetings of OVPC –lead teams and groups (Communicators’ Forum for all campus communicators, M-19 for communications leads in schools, colleges and administrative areas, and the Executive Marketing Counsel of top campus marketers) to build key messages, common understanding of issues, develop tone, style and outreach methods that support DEI goals across the campus community.</p> <p>In presentation to all new deans presently under construction through the Provost’s Office, include a section on effective DEI communications and how OVPC can assist.</p>	
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			Year 2–5: Implement and refine the new metrics, guidelines and best practices. Share throughout University via M-19 and Communicators’ Forum.		
University communities and Michigan citizens	Increase awareness of DEI-related issues and topics among groups and individuals we serve.	Survey key constituents annually	Regular staff meeting will include dedicated time, as the second agenda item, for diversity discussion, how to improve service for diverse groups/populations.	Director/manager	
	Increase awareness of unconscious bias that may negatively affect how well we serve diverse groups.	Engage effective intercultural sensitivity tool to assess level of awareness.	At division level, continue to provide training to recognize and remediate unconscious bias—minimum annually.	OVPC leadership and staff managers	
	Include diverse sources and story and image choices in publications and other products, also in expert information and guidance	Monitor publications and other work products for diverse sources and content; annual work product	Ensure that staff have access to and engage with resources that address ways OVPC can improve its coverage of diverse groups. Apply new metrics, guidelines and best practices.	Director/manager	Adequate funding

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	provided to other U-M communicators in M19, Communicators Forum, social media collaboration group, etc.	review.			
	Develop effective and proactive outreach to underserved internal and external audiences.	Increased DEI-related content ideas from more diverse sources.	Ask key constituents for suggestions on ways to improve diversity sources, stories, etc., in communication and publications.	Director/manager	
		Increase awareness and buy-in among OVPC staff, in all divisions and at all levels, with regard to OVPC and U-wide DEI initiative. Keep the content fresh and interesting.	As second agenda item, Vice President's periodic all-staff meeting will include discussion of progress on OVPC's DEI strategic plan, next steps. Keep the content fresh and interesting.	Vice President	
		Increase awareness and	As second agenda item, all-staff meetings at the OVPC divisional level will include	Director/manager	



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		buy-in among OVPC staff, in all divisions and at all levels, with regard to OVPC and U-wide DEI initiative. Keep the content fresh and interesting.	discussion of progress on OVPC’s DEI strategic plan, next steps. Keep the content fresh and interesting.		
	Ensure OVPC’s DEI-related momentum does not flag, keep it fresh, increase buy-in and participation among all staff in all divisions and at all levels.	Increased buy-in and participation among all staff in all divisions and at all levels.	Continue OVPC DEI working team responsible for monitoring DEI progress, achievements and relevant activity on an ongoing basis. This group meets and reports directly to Lee Doyle on a monthly basis and is responsible for helping managers and directors identify expert resources, compiling training information, assisting with development of new metrics, guidelines and best practices.	OVPC DEI working team members, including Lee Doyle.	Release time for DEI working team members
			Continue to make adequate funding available to pay for training services and to cover OVPC DEI volunteers’ release time, including members of the DEI working team. Ensure these funds are distributed equitably and transparently throughout OVPGC to	OVPC leadership	Adequate funding

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			secure relevant DEI-focused training and enrichment opportunities.		
	Better understand and mindfully use and convey the nuance and complexity of the principals of diversity, equity and inclusion and best practices for illustrating them in storytelling.	Develop multi-dimensional story telling awareness and skills.	<u>Years 1 and 2</u> : Unit-wide in-depth discussions on how to set related guiding principals; share w/CommForum.	OVPC leadership and staff	
	Achieve a more diverse, equitable and inclusive level of communications.	Empirical review of materials and other products and outcomes	Develop new metrics, guidelines and best practices. Look to external expertise as well as internal for advisement.		
		Refine ability of OVPC and other university communicators to engage successfully in multi-dimensional	Consult with external expert sources, including major communications entities such as major media organizations (e.g., NPR) and national professional organizations, to identify viable models and resources. Possible means to achieve success in multi-dimensional storytelling can be achieved in the		

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		storytelling and the ability to weave diversity into every story.	mindful choice of expert sources, photos, quotes, story subject, etc.; can be incorporated by mindful use of symbols such as emojis regularly used in social media: choose emojis of color to integrate the emoji element that otherwise would all be gold.		
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VII. Plans for Supporting, Tracking and Updating the Strategic Plan

Generally: The proposed OVPC DEI working team was constituted to support, track and update OVPC’s strategic plan. The team includes one member from each of OVPC’s departments, recruited by Lee Doyle, appointed by the Vice President and reporting monthly to Lee Doyle. In the winter all-staff meeting each year, the working team will provide an annual overview of work in this area and propose further actions for staff discussion.

This year, the committee recommends acquisition of a full-time staff position dedicated to DEI development, implementation and quality assurance.