

# Office of the Vice President for Communications

*Amended 7/11/2018 and 9/17/2018*

## Diversity, Equity and Inclusion Strategic Plan FY18 Actions, FY19 Plans, Five-Year Strategic Objectives and Measures

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

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#### 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. So-called "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. FY18 Highlights and Planning Process Used**

This year's planning process was conducted by the OVPC Planning Team, which meets monthly. The team considers activities and practices, and input received from the OVPC office results to the Climate Survey. We also held an all-staff meeting to consider better methods of inclusion, including a new onboarding process. From the ideas proposed at that meeting, the team has developed a plan.

As we kicked off our DEI effort this year, we made it clear that each employee can choose from an array of classes for personal growth, at division cost.

Learning from our Climate Survey, we saw that fair compensation is an equity issue with our people. We undertook a salary review, and raised salaries that were 20% or more less than the median appropriate for that position's pool (usually regional), where equity was the sole issue and no performance matters were present.

Our successful "speed dating" event at our cross campus Communicators' Forum meeting was repeated this year. An entire session was dedicated to listening, learning, networking with one another in short speed date style sittings.

We reaffirmed our open door policy, and communicated to all staff their opportunities to talk to managers about anything on their minds.

We hired a new dedicated storyteller and issues manager, who lives within our Public Affairs staff. She strategically communicates the stories of diversity, equity and inclusion across campus, and prepares messages related to issues that arise.

We performed a cross-division review of all materials that we produced to see how we are implementing the principles in practice.

We continued to use diverse job boards to increase where our jobs are posted, making it more likely to attract a diverse candidate pool.

We continued to work with all Fleming Administration Building staffs on our Fleming DEI Committee, which produced events and speakers.

Institutional DEI communications support began in 2015 and continues. In addition to our

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committee work that supports our own staff, all of our work teams (including Michigan News, Public Affairs, Internal Communications, Michigan Creative, Photography and Media, the Freedom of Information Office, Strategic Initiatives, Web Strategy and Executive Communications) have actively worked to include DEI concepts in the overall institutional messaging and images since the inception of this effort. Support included:

- Photographed 13 institutional events. When considering shots or hiring models for print materials, we always seek diverse representation across a variety of dimensions.
- We completed the DEI website last summer. Lauren Love in our Public Affairs office keeps it updated, and handles social media channels on behalf of the central cause.
- Michigan Creative, which produces much of the university's outward-facing material, has a variety of practices designed to advance university DEI messaging and outreach:
  - Develop communication plans that consider how marketing objectives and goals, messaging, outreach and distribution can reach the intended audiences and convey the university's dedication to diversity, equity and inclusion;
  - Identify different ways to reach target audience members through a variety of traditional and innovative channels;
  - Consider how broad and diverse audiences may require multiple touchpoints to deliver messages successfully;
  - Follow accessibility requirements and standards in the design and development of website projects to ensure online resources are available to the widest possible audience;
  - Consider how to portray a wide range of people and places for images used in design work to illustrate diversity and inclusivity.
  - Promotion of 2017 fall DE&I summit + design of first annual progress report, integrated communications support including Record coverage, live streaming, video, etc.
- Our Public Affairs Office has a dedicated person who did the following last year:
  - Regularly updated DEI leads on university-wide key issues, such as Richard Spencer's potential visit, the Speech First, Inc. lawsuit, the Trump Administration's travel ban;
  - Wrote stories that highlighted the university's commitment to diversity, equity and inclusion, usually shared on the DEI website, or in The University Record. These included the removal of the C.C. Little and Alexander Witchell names from buildings, and that the Ann Arbor campus is one of the top disability-friendly online schools;
  - Managed media inquiries on issues that impact our cultural climate and our DEI initiative, such as the posting of a photo in blackface on Snapchat, and inquiries into the university's Bias Response team.

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### FY 2019 Plans

In FY 2019, we have plans to advance both our own division's DEI awareness and activities, and to continue our work on behalf of the entire university's DEI efforts.

Our analysis of the Climate Survey shows that we have work to do in several areas. Employee responses scored lower than we would like to see in these areas:

- Feeling able to perform up to one's full potential
- Available opportunities for success
- Finding a group where they feel they belong
- Access to sufficient programs to foster their success
- Having work that influences their professional growth
- Feeling that work load is fairly distributed
- Feeling that rewards are fairly distributed
- That there is a fair method for determining compensation.

It should be noted that one unit within our division in particular scored lower than the other, sometimes with scores of 25% lower than our all staff scores. That unit will have a focus group session with an outside leader to dissect the problem and advance some solutions. Our DEI team also will be thinking of ways to improve these areas.

We will continue to use these findings to strive to make this division a place where all feel their work is rewarding, fairly assigned and compensated, and a place where they can grow. Making this a place where everyone feels respected and like they belong are our highest priorities.

Additional plans include:

- **Assign a DEI project coordinator to track that we accomplish more of our plans; continue to retain Michigan Creative to complete various communications projects, including onboarding.**
- **Schedule an all-staff facilitated session on Intercultural Awareness.**
- We made a start at a mentorship program last year, but this year we will do a larger rollout of the program.

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- Complete development and rollout of improved onboarding process. This will include web pages, an assigned onboarding host for each new employee, a passport of people to meet and places to go.
- **Clarify methods of conflict resolution for staff, using the option of a skip level manager meeting for conflicts involving one’s supervisor, or the Chief of Staff.**
- **Inform staff about the mediation program offered through HR to resolve conflicts.**
- Continue our annual cross division review of all materials we produce to see how we are implementing the principles in practice.
- Organize a facilitated meeting for our staff with the lowest scores on the cultural survey to dig deeper into some of the causes.
- **Require some management training to enhance DEI-related knowledge and skills. For example, require that managers take courses to develop skills in reflective listening, collaboration, positive leadership and others to strengthen their ability to encourage an inclusive workplace.**
- To increase employee engagement, and tackle the concern over fair distribution of work, have managers talk with each employee in performance coaching meetings about what projects would best support their career goals.
- **Along those lines, we will build more transparency in our compensation and career path development processes.**
- To enhance a feeling of belonging, **explore employee interest in starting groups of common interest, such as book clubs.** LSA does this with great success.
- **Organize service projects** and encourage everyone in the division to participate, drawing them together and enhancing a sense of belonging and inclusion.
- **Develop a “Passport” of growth opportunities and destinations around campus that can increase awareness.** Reward participants at year-end.
- Host 2 DEI-focused all-staff meetings this year to gather input and communicate ideas with the entire staff. Include a speaker who can create a learning experience.
- Develop feelings of inclusion by having **each unit host an all-staff lunch or happy hour each year, with a speaker, or DEI activities.**

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

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**Planning Lead:** Lee Doyle

**Planning Team:** Mandira Banerjee  
Kerri Pepperman  
Elisse Rodriguez served, but is leaving the university. Replacement TBD  
Kathy Agosta  
Pat Sellinger served but is leaving the team. Margie Gonzales is joining.

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Austin Thomason

### III. Data and Analysis: Key Findings

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We have replaced our 2015 demographic data previously shown, with the more recent data from the Climate Survey. Although they don't directly track one another, the more recent data shows that we have fewer white employees, and more of other races and ethnicities than before.

Average Age	44.7
Gender Identity	
Female	57.4%
Male	40.4%
Other gender ID	---
Race/Ethnicity	
White	84% (compared with 96% in 2015)
Other Races/ Ethnicities	6.4%

*Although we have African American, Asian and Hispanic employees, the percentages are too low to be separately captured.*

Religious Affiliation	
Christian	50.5%
Agnostic/Atheist	19.4%
None	17.2%

*The percentages of Jewish, Muslim, Buddhist employees was too low to be captured.*

Political Orientation	
Conservative	11%
Moderate	16.5%
Liberal	70.3%

Sexual Orientation	
Heterosexual	85.5%
Gay/Lesbian	8.5%
Other	6.4%

Education	
High School	----
Associate's Degree	6.6%
Bachelor's Degree	64.8%
Post Graduate	27.5

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

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*\*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.

*FY19 Actions:* Require managers to extend their networking circles by attending conferences and meetings that draw under-represented populations. Include this requirement as a performance point. Seek to communicate the desirability of working at the University of Michigan in channels that under-represented populations read and attend. Develop a task force team to examine this, including team members from more than our division (Perhaps with HR and Fleming DEI Group).

*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):* Staff climate survey, which may be refreshed in 2020; completion of suggested training; identify and select effective intercultural sensitivity tool to assess progress in these realms.

*FY19 Actions:* Activate new incentives for completion by all staff and managers a minimum of two relevant training opportunities per year. **Require that managers take courses to develop skills in reflective listening, positive leadership and others to strengthen their ability to**



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**encourage an inclusive workplace. Develop “passport” list of opportunities for employees to attend events**, visit places that enhance their awareness and understanding of DEI-related subjects.

*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 increase measurably fairness and transparency among OVPC staff at all levels; b) to decrease instances of negative comments from constituents about lack of equity and inclusion in OVPC coverage, products, priorities, etc.

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

*FY19 Actions:* **During performance coaching sessions, managers will ask each employee what projects would most support their career goals, to get at the issue of fair distribution of work. Create service projects** that all employees are encouraged to join in on, such as Habitat for Humanity, to help develop bonds. Poll employees to see if they would like to create **communities of interest (such as book groups)** to feel more connected to one another. Organize more social events, for example have each unit host a lunch and speaker each year for all.

*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.

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

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*FY19 Actions:* These actions will mainly be those that our division undertakes to serve the greater university, by supporting the central DEI effort with communication tools, photography and public affairs issues management.

*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

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**At the end of FY19, we will evaluate the following metrics in these areas:**

#### **Diversity**

Demographic Composition:

- Headcount
- Race/ethnicity
- Sex
- Age (Generation cohort)
- Feelings of discrimination in work unit

#### **Equity**

Climate Survey Indicators:

- 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
- 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

#### **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

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communications work products and initiatives. If the Climate Survey isn't repeated this year, we will need to do our own to discover whether employees are:

- Feeling valued in work unit
- Feeling of belongingness in work unit

Finally, we will assess the work unit's commitment to diversity, equity, and inclusion

### VI. Action Planning Tables with Details and Accountabilities

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#### 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 workforce will advance OVPC's ability to serve its constituents	Achieve a more diverse applicant pool.	Analysis of applicant pool after each posting is closed	<p>Accomplished:</p> <p>Sought out new and non-traditional avenues to reach potential new hires.</p> <p>Located 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>FY 19</u>: Develop and implement fresh approaches to develop diverse applicant pool— meet and greets, in</p>	OVPC HR manager; OVPC staff managers who are responsible for hiring and supervision	Adequate funding to post to a broader selection of external websites and job-seeking searches affiliated with professional associations, including but not limited to those with underrepresented membership.



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			<p>person and via Skype, webinar-type information sharing sessions, Twitter chats, Snapchat Q&amp;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, including to underrepresented populations (gender, ethnicity, race, disability, etc.).</p> <p>As a part of our overall job posting strategy seek to communicate the desirability of working at the University of Michigan in channels that under-represented populations read and attend. Develop a task force team to examine this issue, including participants outside of our division, since this is a common issue.</p>		
OVPC staff (current & future)	DEI interpersonal effectiveness as assessed by effective intercultural sensitivity tool	Annual all-staff response and/or assessment	<p>In development: Institute OVPC-based orientation/on-boarding process for new OVPC hires; integrate/welcome new staff into work environment.</p> <p>Relevant training opportunities identified and</p>	OVPC Leadership	



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			<p>made available to all staff.</p> <p><u>Year 2:</u> All staff: Establish minimal-hour suggestion for completion of DEI-related training, starting with unconscious bias training. Completion of training factored into annual performance review and rewarded.</p> <p>DEI-focused discussions at all bi-annual OVPGC all-staff meetings that incorporate OVPGC DEI-updates/progress reports.</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>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>Do further work create safe space for employees to voice their thoughts/opinions, (anonymously or not, as they choose) to managers.</p> <p>Refresh communications that managers are available at designated office hours for managers to hear employee concerns, suggestions. Refresh communications that Chief of Staff also is available.</p>	OVPC leadership and staff managers	



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			<p>We had planned to designate an OVPC Ombudsman to hear and resolve employee concerns and conflict. On advice of counsel, this will not be done. Instead, we will 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. We also will communicate the availability of the HR mediation services.</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-</p>	<p>Bi-annual discussions at OVPC-wide staff meetings that discuss current DEI-relevant developments/issues and DEI progress/plans.</p> <p><u>Years 2 &amp; 3:</u> Establish a defined, well-developed mentorship program.</p> <p>Progress: we have identified volunteer mentors and assigned mentees. We will test the program at the end of summer 2018</p> <p>In performance discussions,</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</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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		wide DEI initiative. Keep the content fresh and interesting.	managers talk with employees about what projects would excite them and help them feel engaged.  Explore whether employees would like to start groups of interest, such as book clubs. LSA does this with great success.	and staff managers	
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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	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.  We also provided two other training sessions: Visualizing information through a new lens, and Verbal Combat  <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	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.



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	reputation of excellence.		effective DEI communications.		
All OVPC Staff	Help all staff be more effective in serving diverse constituencies, both inside and beyond the university.	As measured by annual all-staff survey.  Perform regular salary equity analyses.  Establish service satisfaction survey of random sample of constituents/customers	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 and/or experiential opportunities. Include in annual reviews.  FY19: Adapt “DEI Passport” concept from HR’s professional development model; offer growth opportunities to staff and reward them for participating.	Staff managers (leave-time); senior staff (financial resources); OVPC DEI working group (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.	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 and include in performance coaching.	Staff managers; senior staff	Information on relevant training sources and funding to cover said training.



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		Add manager-specific items in annual all-staff survey; follow up on their responses			
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," or positive leadership training through Ross. Include incentives for completion in performance evaluations.</p> <p>To benefit all staff: Lead by example. We communicated to all staff our support for staff training experiences, provided adequate funding for leave time of auxiliary personnel, we are creating a "library" of training sources;</p>	All OVPC leadership including senior staff	Funding for training



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			Done: established ongoing OVPC DEI working group to facilitate and report on progress.		
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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 employees feel challenged and have advancement opportunities.	Staff from OVPC and other s/c/u's who are interested in advancement	Dedicate time at Communicators' Forum meetings for job-oriented "speed dating" and more time to network. Note: We have done this twice now, with great enthusiasm and success.  FY 19: Managers develop plans for each employee's advancement—within and across s/c/u—where practical and possible. Create continuing plan to address viable advancement opportunities Discuss with employees in next summer's performance coaching.	OVPC and other communicators on campus. Managers; unit HR lead.	OVPC as well as Communications staff across the U
OVPC	Create an equitable and inclusive workplace in which all employees feel valued	Bi-annual survey responses	All-staff sessions, both division-wide and other sessions for individual departments. In FY 2017 we held our first all-staff town hall.	Senior staff; department heads.	Meeting space, BeHeard forum



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	and heard				
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.*	Department heads	Meeting space, BeHeard forum
OVPC	Build rapport and trust between supervisors and employees; give employees opportunities to voice concerns to management.	Bi-annual survey feedback	This was done: 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.  To enhance feelings of inclusion, organize employee groups of interest, such as book groups.	Senior staff and department heads	



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			Have each unit host a lunch with a speaker or DEI Activities each year for all employees to join.		
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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><u>Year 1 and 2:</u> The following were done: Provided a dedicated communications person to tell the cross campus DEI stories.</p> <p>Provided strategic leadership on the Diversity Working Group and Strategy Group.</p> <p>Provided DEI content in Presidential communications.</p> <p>Charged all OVPC staff to create communications and marketing plans that include and highlight DEI actions and values in the work. For example, the division’s work to help communicate the multitude of bicentennial stories and events will include special emphasis on DEI as a key, central theme.</p> <p><u>Year 2</u> Began to assess that work products were imbued with</p>	OVPC leadership; OVPC DEI working group	Release time for working group members

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			<p>DEI concepts.</p> <p><u>FY19:</u> More work can be done, perhaps by assigning 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>Check whether the Provost’s Office ever constructed a session for all new deans, and whether it included a section on effective DEI communications and how OVPC can assist.</p>		
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			FY 19: Implement and refine the new metrics, guidelines and best practices. If helpful, 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.	Note: we did this in FY2017: At division level, provide training to recognize and remediate unconscious bias—Repeat in 2019 for all new employees and refresher for all interested.	OVPC leadership and staff managers	
	Include diverse sources and story and image choices in publications and other products, also in expert information and	Monitor publications and other work products for diverse sources and content; annual work	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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	guidance provided to other U-M communicators in M19, Communicators Forum, social media collaboration group, etc.	product 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	As second agenda item, all-staff meetings at the OVPC	Director/	



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		s 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.	divisional level will include discussion of progress on OVPC's DEI strategic plan, next steps. Keep the content fresh and interesting.	manager	
	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.	Done in FY17: Established a continuing 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
			In 2017, we made 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	OVPC leadership	Adequate funding

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			equitably and transparently throughout OVPGC to 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. Note: this has been done in the DEI committee in 2017.	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-	Possible means to achieve success in multi-dimensional storytelling can be achieved in the 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		

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		dimensional storytelling and the ability to weave diversity into every story.	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**

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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.