Business and Finance

Diversity, Equity, and Inclusion Strategic Plan

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

At the University of Michigan, our dedication to academic excellence for the public good is inseparable from our commitment to diversity, equity, and inclusion. It is central to our mission as an educational institution to ensure that each member of our community has full opportunity to thrive in our environment, for we believe that diversity, equity and inclusion is key to individual flourishing, educational excellence, and the advancement of knowledge.

**Goals: Diversity, Equity and Inclusion**

**Diversity:** We commit to increasing diversity, which is expressed in myriad forms, including race and ethnicity, gender and gender identity, sexual orientation, socio-economic status, language, culture, national origin, religious commitments, age, (dis)ability status, and political perspective.

**Equity:** We commit to working actively to challenge and respond to bias, harassment, and discrimination. We are committed to a policy of equal opportunity for all persons and do not discriminate on the basis of race, color, national origin, age, marital status, sex, sexual orientation, gender identity, gender expression, disability, religion, height, weight, or veteran status.

**Inclusion:** We commit to pursuing deliberate efforts to ensure that our campus is a place where differences are welcomed, different perspectives are respectfully heard, and where every individual feels a sense of belonging and inclusion. We know that by building a critical mass of
diverse groups on campus and creating a vibrant climate of inclusiveness, we can more effectively leverage the resources of diversity to advance our collective capabilities.

Rationale: Mission, Vision, Values of Business and Finance

Business and Finance (B&F) seeks to enhance diversity, equity, and inclusion among its six divisions: Facilities and Operations, Finance, Information Quest, Investments, Shared Services Center and University Human Resources. The more diverse our staff, the more equitable our experience, and the more inclusive our workplaces, the better we are able to create a positive workplace climate. We believe this type of climate attracts and retains the best talent and enables us all to provide exceptional service to advance the university’s mission.

Year One Highlights

Over the course of our Year One implementation of the B&F DEI Strategic Plan, several activities emerged as exceptional, in terms of the impact they had and the learning they provided.

Across B&F, we had 1,900 participants in 35 DEI-related events and activities, ranging from formal trainings to informal gatherings of staff. We piloted trainings, including Bystander Awareness and Unconscious Bias, among a number of specific staff populations. We also held a number of informal educational activities designed to encourage conversation about differences among staff. These included the showing of videos, such as Steve Robbins “It’s Personal, Even When It’s Not” and “Debugging the Gender Gap,” as well as discussions inspired by the “Hijab Monologues” and social identity exercises, among many others. All of these activities garnered positive reviews from staff and, where collected, participant feedback indicated that the events provided valuable insights and learning.

While some of these activities were driven centrally, most events were undertaken in the various divisions of B&F and were intended to serve the unique challenges in those environments. The success of these division-specific activities were due in large part to the dedicated efforts of our B&F Diversity Working Group and B&F Diversity Committee members. Yet, this division-specific approach was not spelled out as an explicit strategy in our plan. Going forward, we want to build on this approach by intentionally developing more tailored strategies designed to address the microclimates unique to each division of our organization. This more intentional approach is reflected in our Year Two plan.

Our other stand out successes this year were not overtly part of our Year One plan, but rather they were ancillary activities that turned out to have significant impact relative to DEI. First, this past year we initiated a number of activities designed to promote a more inclusive organizational culture and give staff more access to leadership, which was a key theme of input in our DEI assessment. For example, our EVPCFO, Kevin Hegarty, began sending weekly email messages to all B&F staff, which highlighted various B&F teams, offered appreciations to staff at all levels, and worked to connect B&F roles to the mission of the university. Kevin and other senior
leaders met with various B&F teams, through a variety of formats, to connect with staff, learn about their work, and make sure they know how much their work is valued.

Second, B&F sponsored, led and managed, through Voices of the Staff, the university’s MSTAFF200 event, which was created to celebrate the contributions of U-M staff throughout its history as part of the university’s bicentennial celebration. More than 20,000 people attended the event, which was the first-ever event of its kind designed to recognize the role of staff in the university’s mission. There was a concerted effort to make the event accessible and inclusive as part of the DEI initiative. Feedback from the event was extremely positive, with many staff feeling appreciated in ways they never had before.

Both MSTAFF200 and our B&F staff outreach efforts were powerful tools for building an inclusive organizational culture, with scores of staff commenting on the power of recognizing and appreciating staff in these ways. We plan to make these kinds of efforts part of our DEI plan in Year Two. While MSTAFF200 won’t be replicated, we will leverage the lessons learned from the ground up planning process that was used, led by staff volunteers. On a much smaller scale, we plan to utilize this same approach for developing our ongoing B&F DEI staff engagement activities.

Planning Team and Process

B&F leadership appointed the B&F Diversity Working Group (BFDWG) in September 2015 and charged them to oversee the planning process.

Current members of the BFDWG include:

- Amy Bunch, Office of the Executive Vice President and Chief Financial Officer
- Amy Carter-Ranno, Facilities and Operations
- Tina Jordan, Office of the Executive Vice President and Chief Financial Officer
- Nick Kaleba, University Human Resources
- Angela Kelly, Shared Services Center
- Leti Rastigue, Facilities and Operations
- Carmen Rodriguez, Finance

Starting in November 2015, the BFDWG began gathering and analyzing data from a variety of sources to understand the local climate, identify key challenges and opportunities, and generate ideas about how to best impact DEI within B&F. This information formed the basis of our strategic objectives and Year One action items, which were further refined by leadership.

Throughout the Year One implementation, we collected additional information about challenges and opportunities, as well as new data on which interventions were successful and which were not. We used this information, in combination with our original assessment data, to adjust our plan for Year Two. Our B&F DEI leads, in partnership with our BFDWG, solicited input and
feedback on Year Two action items from a variety of stakeholders and subject-matter experts from across the organization, and were approved by B&F leadership.

**Data Analysis and Themes**

During the planning year, various data were collected and analyzed, and a number of themes were identified that shaped the strategic objectives and action plans.

The major themes identified through both data analysis and engagement activities with B&F staff in Fall 2015- Spring 2016 included:

- Provide education and develop DEI skills
- Hiring and HR practices
- Staff diversity
- Career development and advancement
- Celebrate cultural differences
- Build strong teams
- Culture and climate
- Empowerment

These themes continue to guide and inform our Year Two planning efforts, in combination with learnings from our Year One implementation, and more recent employee profile data.

As a whole, the Business and Finance staff community is comprised of more males (56% male) than females, has 21% minority members, and has an average age of 47.

**B&F Employee Profile (November 2016)**

<table>
<thead>
<tr>
<th></th>
<th>Headcount</th>
<th>Female (%)</th>
<th>Male (%)</th>
<th>Minority (%)</th>
<th>Avg. Age</th>
<th>Avg. Years of Service</th>
<th>Eligible to Retire (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>EVPCFO Senior Staff Members**</td>
<td>12</td>
<td>58%</td>
<td>42%</td>
<td>25%</td>
<td>54</td>
<td>14</td>
<td>33%</td>
</tr>
<tr>
<td>F&amp;O</td>
<td>1672</td>
<td>27%</td>
<td>73%</td>
<td>21%</td>
<td>48</td>
<td>11</td>
<td>25%</td>
</tr>
<tr>
<td>Finance</td>
<td>354</td>
<td>68%</td>
<td>32%</td>
<td>17%</td>
<td>47</td>
<td>14</td>
<td>25%</td>
</tr>
<tr>
<td>Investment</td>
<td>18</td>
<td>61%</td>
<td>39%</td>
<td>22%</td>
<td>42</td>
<td>12</td>
<td>17%</td>
</tr>
<tr>
<td>SSC</td>
<td>218</td>
<td>78%</td>
<td>22%</td>
<td>25%</td>
<td>45</td>
<td>11</td>
<td>21%</td>
</tr>
<tr>
<td>UHR</td>
<td>308</td>
<td>83%</td>
<td>17%</td>
<td>20%</td>
<td>46</td>
<td>12</td>
<td>21%</td>
</tr>
<tr>
<td><strong>B&amp;F Total</strong></td>
<td><strong>2576</strong></td>
<td><strong>44%</strong></td>
<td><strong>56%</strong></td>
<td><strong>21%</strong></td>
<td><strong>47</strong></td>
<td><strong>13</strong></td>
<td><strong>24%</strong></td>
</tr>
</tbody>
</table>

**NOTE:** Includes B&F Senior Staff members and other staff in the EVPCFO org group. Each of the Senior Staff Members is also included in the data for her/his AVP group. Overall B&F Totals only count a person once.
In Year Two, we will continue to deepen our understanding of key challenges and opportunities, with the results of the Climate Survey, additional engagement efforts and key learnings from our Year Two implementation efforts.

Synthesis of Findings

During the planning year, members of the planning team categorized findings from each division of B&F into the four planning domains (Recruitment, Retention and Development; Education and Scholarship; Promoting an Equitable and Inclusive Community; Service) to identify commonalities from multiple units. The first three domains remain the same for our Year Two plan, the fourth domain, “Service,” has been removed. While the service domain is foundationally important to B&F, our university-wide service work relative to DEI is specifically reflected in the central U-M DEI Strategic Plan (accessible facilities, staff recruitment and retention, employee training, etc.) and thus is not duplicated in the B&F DEI Plan (see BFDWG Findings/Recommendations summary table below). In addition, ITS no longer reports up to B&F, and thus service work focused on accessibility of technology is now reflected in the ITS DEI Plan.

BFDWG Findings/Recommendations summary (updated July 2017)
Preliminary list of common findings and potential strategies and tactics for B&F 5-year plan

<table>
<thead>
<tr>
<th><strong>Recruitment, Retention and Development</strong></th>
<th><strong>Education</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Expanded recruitment strategy</td>
<td>1. DEI training for managers and staff</td>
</tr>
<tr>
<td>a. Deeper data dive</td>
<td>2. Hiring training (do’s, don’ts, etc.)</td>
</tr>
<tr>
<td>b. More resources for diversity hiring</td>
<td>3. Education staff about cultural differences, abilities</td>
</tr>
<tr>
<td>resources within HR</td>
<td>4. Bring educational opportunities to staff departments/locations</td>
</tr>
<tr>
<td>c. State the university’s commitment to DEI</td>
<td>5. Increase B&amp;F diversity resources (expert, dedicated staff?)</td>
</tr>
<tr>
<td>in every B&amp;F job posting</td>
<td>6. Unconscious Bias/ Privilege/</td>
</tr>
<tr>
<td>d. Hire a recruiter to reach out to</td>
<td>7. Change role of diversity committee</td>
</tr>
<tr>
<td>underrepresented communities</td>
<td></td>
</tr>
</tbody>
</table>

2. Succession planning
3. Define path for advancement
4. Mentoring opportunities
5. Perform equity reviews to identify biases related to race and gender with regard to compensation and promotion
6. Cross-functional development opportunities
7. Greater tuition assistance
Promoting an Equitable and Inclusive Community

1. Increase engagement, from top-down
2. DEI accountability for managers and staff
   a. Annual reviews
   b. Employee satisfaction survey
3. Create management feedback loop
4. Gender-neutral bathrooms
5. More staff town hall events themed around DEI
6. Match minority students with staff mentors
7. Allow opportunities for openness, honesty w/o repercussions
8. Increase feeling of being equal stakeholders/Expose staff to different parts of the university on a routine basis
9. Encourage staff to express differences

Create training and materials to ensure our products/services are accessible

Service

B&F’s university-wide service relative to DEI are reflected in the central U-M DEI Strategic Plan.

Strategic Objectives, Measures of Success and Action Plans*

Business & Finance is comprised entirely of staff and thus reflects the sole constituency of this plan. Except where specified, the plan pertains to all B&F staff.

We have identified a limited number of strategic objectives to further the university-wide goals of diversity, equity and inclusion within B&F. These have been aggregated into the three domains determined by the university. Each of these strategic objectives is accompanied by updated actions for Year Two that we will take to accomplish those objectives, along with corresponding measures of success.

Five-Year Strategic Objectives

A. Recruitment, Retention and Development
   A1. Enhance career path development and advancement opportunities.
   A2. Cultivate an inclusive and diverse applicant pool and attract and maintain a diverse staff.

B. Education and Scholarship
   B1. Continue to invest and build cultural competency of B&F managers and supervisors.
   B2. Invest in developing cultural competency of B&F staff.

C. Promoting an Equitable and Inclusive Community
   C1. Commit to improve the B&F culture related to Diversity Equity and Inclusion by building awareness of the University’s commitment.
   C2. Build a more inclusive cross-functional community within B&F - via facilities, events, communication and by establishing routinized mechanisms to solicit and respond to ongoing employee engagement.
C3. Create and maintain robust accountability and self-assessment systems and techniques for conflict identification and resolution (including discrimination, bias, harassment, inequity). For additional detail on assignments, timelines and accountabilities, see Section VI.

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

**Goal-related Metrics – Measures tracked over time**

The university will announce and publish benchmark data on the overall metrics relating to the three goals of the Strategic Plan (Diversity, Equity and Inclusion) in Fall 2017. Once these are announced, B&F senior staff will identify “local” versions of these measures which, as they are tracked across time, will demonstrate the impact of the strategies and actions on the three goals.
## Action Planning Tables with Details and Accountabilities

### A. Recruitment, Retention and Development

<table>
<thead>
<tr>
<th>Strategic Objective</th>
<th>Measures of Success</th>
<th>Detailed Actions Planned (measurable, specific)</th>
<th>Group/persons accountable</th>
</tr>
</thead>
<tbody>
<tr>
<td>A1. Enhance Career Path Development and Advancement Opportunities</td>
<td>B&amp;F working group convened; assessment and recommendations provided to B&amp;F senior leadership.</td>
<td>A1.1 Conduct further analysis on the use of the tuition reimbursement benefit among B&amp;F staff to create a deeper understanding of the impact of this benefit. Develop recommendations for B&amp;F senior leadership about possible additional B&amp;F-specific support we could provide to further enhance the impact.</td>
<td>DEI Leads, Dept of Org Learning, BFHRS</td>
</tr>
<tr>
<td>Recommend a specific approach for B&amp;F and present to senior staff.</td>
<td></td>
<td>A1.2 Partner with the Department of Organizational Learning to explore a competency-based professional development model that outlines specific participation and behavioral expectations for B&amp;F staff at all levels.</td>
<td>DEI Leads, Dept of Org Learning, BFHRS</td>
</tr>
<tr>
<td>Development of a succession planning strategy for remaining levels; conversations occurred for each of the remaining leadership positions</td>
<td></td>
<td>A1.3 Continue succession planning across B&amp;F for the top three levels of the organization's leadership by holding a succession planning conversation for each position.</td>
<td>DEI Leads, B&amp;F Senior Staff</td>
</tr>
<tr>
<td>Action learning team convened; summary report of findings and recommendations provided to B&amp;F senior leadership</td>
<td></td>
<td>A1.4 Convene a cross-departmental action learning team to investigate a rotation program for one or two job functions, in which staff could try out positions in other areas of B&amp;F or the university.</td>
<td>DEI Leads, B&amp;F Senior Staff</td>
</tr>
</tbody>
</table>
A2. Attract and maintain a diverse staff population to cultivate an inclusive and diverse applicant pool

<table>
<thead>
<tr>
<th>Recommendations</th>
<th>A2.1 Based on the report on current hiring practices, develop recommended changes to the process that may better support B&amp;F’s commitment to a diverse workforce and present to senior staff. Develop an action plan based on direction decided.</th>
<th>BFHRS, Hiring &amp; Selection Team, DEI Leads</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interview questions developed; pilot complete.</td>
<td>A2.2 Develop a common set of DEI-related interview questions and pilot with a limited number of B&amp;F units.</td>
<td>BFHRS, DEI Leads</td>
</tr>
<tr>
<td>Number and makeup of participants in internship programs and student employment positions; number of interns and student employees who apply for fulltime jobs</td>
<td>A2.3 Track and assess the use of students interns and student workers in B&amp;F. Develop a marketing and outreach effort, consistent with the law, to broaden the internship and student employment program across B&amp;F, and track its utility in enhancing the pipeline of diverse candidates for full-time positions.</td>
<td>DEI Leads, BFHRS</td>
</tr>
<tr>
<td>Working group convened; future opportunities identified and evaluated.</td>
<td>A2.4 Based on analysis of current process used to identify and select apprentices, we will convene a working group to review findings and evaluate future opportunities regarding the apprentice program, relative to DEI.</td>
<td>F&amp;O HR</td>
</tr>
<tr>
<td>Hiring and selection training approach developed; F&amp;O pilot launched.</td>
<td>A2.5 Develop a hiring and selection training approach that combines competency-based interviewing with hiring and selection-specific unconscious bias training; launch a pilot within F&amp;O.</td>
<td>F&amp;O HR, Dept of Organizational Learning, DEI Leads</td>
</tr>
</tbody>
</table>
## B. Education and Scholarship

<table>
<thead>
<tr>
<th>Strategic Objective</th>
<th>Measures of Success</th>
<th>Detailed Actions Planned (measurable, specific)</th>
<th>Group/persons accountable</th>
</tr>
</thead>
<tbody>
<tr>
<td>B1. Continue to invest in and build cultural competency of B&amp;F staff, managers and supervisors.</td>
<td>B&amp;F assessment of climate issues conducted and action plan created; begin implementation of action plan</td>
<td><strong>New B1.1</strong> Partner with the Department of Organizational Learning to develop a customized education and learning plan to address climate issues surfacing from the climate survey and other data. Plan would be designed to address the unique needs of B&amp;F staff and tailored to address issues within the microclimates of the B&amp;F divisions.</td>
<td>DEI Leads, Dept of Organizational Learning, BFDWG, BFHRS</td>
</tr>
<tr>
<td>Process created; themes of feedback collected</td>
<td><strong>B1.2</strong> Create a process to garner high-level themes of feedback staff are providing related to the question &quot;In what ways have you supported your own or the development of your staff related to DEI?&quot;</td>
<td>DEI Leads, B&amp;F Senior Staff</td>
<td></td>
</tr>
</tbody>
</table>
## C. Promoting an Equitable and Inclusive Community

<table>
<thead>
<tr>
<th>Strategic Objective</th>
<th>Measures of Success</th>
<th>Detailed Actions Planned (measurable, specific)</th>
<th>Group/ persons accountable</th>
</tr>
</thead>
<tbody>
<tr>
<td>C1. Commit to improve the B&amp;F culture related to Diversity Equity and Inclusion by building awareness of the university’s commitment.</td>
<td>Increased staff knowledge of our commitment to DEI and goals of our plan</td>
<td>C1.1 Develop a method to gauge employee awareness of our commitment to DEI, and changes in awareness levels over time. Develop a plan to increase awareness of B&amp;F’s commitment to diversity, equity and inclusion through regular communications about the components of the five-year plan, the progress toward completing the actions and the outcomes that have been measured as a result.</td>
<td>DEI Leads, B&amp;F Communications Team, BFDWG</td>
</tr>
<tr>
<td>Assessment conducted; awareness-building plan developed and implemented.</td>
<td>C1.2 Conduct an assessment of B&amp;F upper management regarding their knowledge of B&amp;F DEI plan; use findings to inform a targeted awareness-building strategy among leadership populations.</td>
<td>DEI Leads, B&amp;F Senior Staff</td>
<td></td>
</tr>
<tr>
<td>High participation rates</td>
<td>C1.3 Continue to encourage all B&amp;F managers and supervisors to demonstrate their support for and promote B&amp;F’s commitment to diversity, equity and inclusion, by encouraging staff to participate in related activities, discussions and professional development.</td>
<td>DEI Leads, B&amp;F Senior Staff</td>
<td></td>
</tr>
<tr>
<td>C2. Build a more inclusive cross-functional community within B&amp;F - via facilities, events, communication and by establishing routinized mechanisms to solicit and respond to ongoing employee engagement.</td>
<td>Engagement activities conducted; evaluations completed and staff awareness measured</td>
<td>C2.1 Implement at least one engagement mechanism in each unit within B&amp;F (such as town halls, diversity cafes, etc.) to raise awareness of diversity, equity and inclusion issues.</td>
<td>DEI Leads, BFDC, BFDWG</td>
</tr>
<tr>
<td>Requests tracked and summarized; B&amp;F-wide planning principles developed.</td>
<td>C2.2 Continue to track and summarize requests from B&amp;F staff related to accessible or inclusive facilities; develop B&amp;F-wide planning principles to guide future decision-making on these issues.</td>
<td>DEI Leads, B&amp;F Senior Staff</td>
<td></td>
</tr>
<tr>
<td>Leadership conducted events and other outreach to staff.</td>
<td><strong>New</strong> C2.3 B&amp;F senior leadership will conduct team site visits, hold cross-departmental activities and otherwise take steps to get to know staff and the work they do, promote an organizational culture and give staff access to leadership.</td>
<td>DEI Leads, B&amp;F Senior Staff</td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
<td></td>
</tr>
<tr>
<td>Comprehensive plan developed; implementation started</td>
<td><strong>New</strong> C2.4 Develop a comprehensive communications plan designed to promote an inclusive organizational culture, with a particular emphasis on highlighting efforts across the organization to create a line of sight for B&amp;F staff that connects their roles to the university's mission impact; begin implementation of the plan.</td>
<td>DEI Leads, B&amp;F Communications Team</td>
<td></td>
</tr>
<tr>
<td>C3. Maintain robust and systematic accountability systems and techniques for conflict identification and resolution (including discrimination, bias, harassment, bullying).</td>
<td><strong>C3.1</strong> Conduct an assessment of staff awareness of the current policies and mechanisms available to report, investigate and resolve conflicts relating to identity harassment, bias, discrimination, bullying. Develop a targeted awareness-building plan (as needed) based on the assessment findings.</td>
<td>DEI Leads, B&amp;F Communications Team</td>
<td></td>
</tr>
<tr>
<td>Assessment conducted; awareness-building plan developed and implemented.</td>
<td><strong>C3.2</strong> Continue to conduct small group discussions within bargained-for units, including education on respect and inclusion and describing mechanisms to raise concerns (outside the work group).</td>
<td>F&amp;O HR</td>
<td></td>
</tr>
<tr>
<td>Discussions happened and opportunities for improvement identified</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Plans for Supporting, Tracking and Updating the Strategic Plan**

To ensure we have the right infrastructure in place to support the action items in the Year Two plan, the following resources are in place to support implementation of the plan:

- Amy Bunch, DEI Planning Lead (35% FTE)
- Tina Jordan, DEI Planning Lead (60% FTE)
- The B&F Diversity Working Group, comprised of staff representatives from each of the major areas of B&F; these individuals lead implementation efforts within their divisions
• The B&F Diversity Committee, a group of 20+ volunteers from across B&F who will lead staff engagement and educational activities
• The B&F Human Resources Steering Group, comprised of HR directors from across B&F; this group took the lead on DEI recruitment and retention initiatives
• The B&F Communications Committee, comprised of communications professionals from across B&F; this group will promote initiatives, activities and key milestones associated with the DEI plan.

The DEI Planning Leads will provide the project management support to drive the action items to completion. They will provide a mid-year progress report on the plan to the B&F senior staff in January-February 2018. In addition, they will coordinate a final evaluation and assessment of Year Two and lead a process to develop Year Three recommendations in summer 2018.