

PRELIMINARY AND ADVISORY  
PRIVILEGED AND CONFIDENTIAL

## Office of the Vice President for Government Relations

Diversity, Equity and Inclusion Strategic Plan | FY 2024

### Strategic Plan Overview

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#### **Selected text from President's Diversity, Equity & Inclusion Charge:**

*Our plan is inspired by President Ono's charge to act with deliberateness and humility as we seek to respect and leverage diversity, ensure equity, and promote inclusion. We must examine and learn from the outcomes of our past efforts and work to improve them. We must act on our commitment, in accordance with the law, to contribute to a just society and to affirm the humanity of all persons. From this standpoint, the Office of Government Relations and the Economic Growth Institute developed our DEI 2.0 Strategic Plans.*

#### **Goals [Diversity Equity & Inclusion]:**

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

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

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

#### **Rationale [Mission, Vision, Values of the Office of Government Relations, and the Economic Growth Institute]**

The mission of the Office of the Vice President for Government Relations (OVPGR) is to advance the mission and goals of the University of Michigan through the cultivation of local civic, community, state, and federal government relationships.

The Economic Growth Institute's (EGI's) vision is to leverage the University of Michigan and other public/private resources, research, technologies, and expertise to foster innovation and equitable economic growth. DEI is the foundation of equitable economic growth both internally and externally. Through this DEI 2.0 Strategic Plan, our units outline our continued efforts in equity, diversity, inclusion, and accessibility, which is foundational to our daily work, and our plan for continuing to evaluate and grow our work in DEIA.

**Key Strategies & Constituencies\*:**

OVPGR and EGI developed our DEI strategic plan to further the University's goals within our collective unit. Some strategies are broad while others are specific to each respective unit. Both units added Accessibility to DEI (thus DEIA) to elevate the need to proactively institutionalize accommodations as a pillar of these efforts. For OVPGR, our goal is to foster and advance a holistic approach to DEIA (both internally and externally) to guide/ enhance/ inform/ influence the University's interactions at the local, state, and federal levels. For EGI, our goal is to foster and advance DEIA (diversity, equity, inclusion, and accessibility) both internally and externally to serve our vision of equitable economic growth. The main constituencies for the plans are both unit staff and external stakeholders.

Our units utilized a process of strategic decision-making supported by Allovance software, as described more in the planning process below.

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

## **Planning Process Used**

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**Planning Lead(s):**

The planning leads for OVPGR's process are Nell Dority, Chief of Staff, and Andi Lewis, Government Relations Specialist.

The planning leads for EGI's process are Sarah Crane, Research Manager, and Brooke Sweeney, Project Intermediate Manager.

**Planning Team:**

OVPGR's strategic team is Michael Rein – Director of Community Relations, Rebecca DeVooght – State Relations Director, and Neil Canfield – Interim Director of Federal Relations, and the OVPGR planning leads.

EGI's strategic team is Steve Wilson, Executive Director, Ashlee Breitner, Managing Director, Carmen Wells Quigg, Senior Project Manager, and the EGI planning leads.

**Planning Process Summary:**

OVPGR and EGI create a unique unit within the university as two departments that are separate but collectively advancing the mission of the University of Michigan, including DEIA goals. Our DEIA efforts are similarly focused on our respective areas, while also supporting and complementing each other. The strategic plan for OVPGR and EGI is a collaborative, inclusive effort in which both offices supported each other and provided insight. Each of our offices developed a unit-specific plan to create a robust, impactful plan. These plans are supportive and inclusive of each other and U-M's DEI goals, as well as strategically aligned to advance DEIA in our unique ways.

The process followed by OVPGR and EGI was one that EGI co-developed – a facilitated decision-making process that equitably engages stakeholders in a series of steps to develop a comprehensive, action-based strategic plan. The approach includes a team of EGI Decision Coaches (DCs), who guide stakeholders through a comprehensive set of activities to inform the planning process and ultimately develop a long-term strategic plan. Trained in the Allovance decision making method, the DCs provide expertise and guidance on the application of decision-making best practices and facilitate key meetings using the methodology and software process. At the end of the structured engagement, the DEIA strategic team is presented with an actionable plan with a timeline, key resources, and identified subject matter experts. The Allovance methodology is a process that removes bias and calculates stakeholder input, while using a collaborative approach to setting priorities and mapping the best route to implementation.

The final outcome of this process is operational within our respective units. However, we have also mapped our goals, priorities, and strategic objectives within this document to support the University's broader vision and mission across all departments.

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

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**Summary of Data:**

The data from Phase 1 was limited for our small units. While we requested an individual unit-level report, we found that the lack of data from 5 years prior made it difficult to draw conclusions. As a small unit we collected information through one-on-one conversations and staff meetings.

Both OVPGR and EGI regularly highlighted DEIA efforts and provided opportunities for feedback from staff. Additionally, in the Fall of 2021 EGI did interviews with many of our stakeholders to understand how they were conceptualizing DEIA within their own organizations.

**Key Findings, Themes and Recommendations:**

Input from OVPGR's staff varied from a desire to understand how DEIA would impact daily efforts as well as what additional actions would be needed to achieve strategic goals. Overall, the team varied greatly in their interest and engagement with DEIA feedback mechanisms.

For EGI, from input at staff-meetings and individual meetings, staff expressed a desire for both internal and external strategies to reflect EGI's current activities. Additionally, there is a goal to understand where we are currently achieving our vision of equitable economic growth and

what additional actions we can take.

From external stakeholder interviews and discussions, we heard a desire for more information on implementation and best practices.

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

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### Introduction:

The Office of the Vice President for Government Relations plan is complemented with the Economic Growth Institutes' plan. The strategic objectives needed to further the university-wide goals of diversity, equity and inclusion have been aggregated into three distal objectives determined by the University. Each of these strategic objectives is accompanied by metrics that will be tracked over time, as well as descriptions of single and multiple year actions we will take to accomplish those objectives. For additional detail on assignments, timelines, and accountabilities, see the Action Planning Table.

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

## PEOPLE (Recruit, Retain & Develop a Diverse Community)

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Strategies and action items for **People** are designed to bolster and extend the work of all units by introducing effective programs and procedures aimed at recruiting, retaining, and supporting a diverse campus community. DEI-related recruitment and retention efforts across campus reflect the varied needs and goals of specific units and groups.

### Strategic Objective 1:

Foster and advance DEIA through recruiting and supporting a broadly diverse staff

**Constituencies:** Staff

**Metrics:** Demographics data of staff

**Actions:**

1. Continue to evaluate recruitment, hiring, and selection practices through evaluations and leadership team reporting
2. Continued evaluation and documentation of career advancement for staff through evaluations and leadership team reporting

**Primary DEI Goal:** Diversity

### Strategic Objective 2:

Foster and advance DEIA with continuous DEIA learning for staff and, dedicating staff capacity to this effort

**Constituencies:** Staff

**Metrics:** This will be measured through the number of training and connection opportunities provided to staff

**Actions:**

1. Identify and implement DEIA training and educational opportunities to be provided to staff for building knowledge, connection, networking, and engagements that foster collaboration

- and DEIA skill building
- 2. In subsequent years, continue to review and update our Allovance planning tool with new projects identified by staff

**Primary DEI Goal:** Inclusion

## **PROCESS (Create an Equitable and Inclusive Campus Climate)**

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Strategies and action items for **Process** are designed to support and strengthen the development of policies, procedures, and practices that create an inclusive and equitable campus climate and encourage a culture of belonging in which every member of our community can grow and thrive.

### **Strategic Objective 1:**

Institutionalize processes for DEIA work in our units

**Constituencies:** Staff

**Metrics:**

- Track the number of projects related to DEIA submitted by the staff (those on the DEI team as well as those not on the team) as well as the transparent scoring for each project based on team-built strategic priorities and objectives
- Track DEIA demographics (such as women-owned, minority-owned, and veteran-owned) for consultants on technical assistance projects within EGI. The data will be provided through self-attestation by the consultant and is not required nor considered in selection decisions.

**Actions:**

1. Share Allovance project submission tool with unit teams and consistently seek project recommendations and share updates at all-staff meetings
2. Formalize approval flows for all DEIA training/activities
3. Develop data collection and storage tool for demographic information for owners of consulting companies working with EGI.

**Primary DEI Goal:** Inclusion

### **Strategic Objective 2:**

Review pathways for conflict resolution and ensure documentation is available to all staff

**Constituencies:** Staff

**Metrics:** Track mentions in all-staff meetings

**Actions:**

1. Leadership teams to map pathways for conflict resolution, locations of information about these pathways, and share at all-staff meetings

**Primary DEI Goal:** Equity

### **Strategic Objective 3:**

Partner with ODEI to elevate the need to leverage the resources of UM to support community partners/outside organizations

**Constituencies:** Community partners and outside organizations

**Metrics:** Number of resources within directory and frequency of updates

**Actions:**

1. Assemble a directory of UM DEI resources willing and able to conduct DEI training and

facilitation with external community groups  
**Primary DEI Goal:** Inclusion

## **PRODUCTS** (Support Innovative and Inclusive Teaching, Research, and Service)

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Strategies and action items for **Products** are designed to integrate DEI solutions into our educational program offerings and teaching methodology, and to ensure scholarly research on diversity, equity and inclusion, and the scholars who produce it, are valued and supported.

### **ALL CONSTITUENCIES**

\*Note these strategic objects are specific to each unit as our products are unique and mutually exclusive based on the constituencies that we serve.

#### **Strategic Objective 1 - OVPGR:**

Leverage the internal resources of UM to align external messaging, promote cross-unit collaboration, and promote information sharing for OVPGR staff that engage with external communities (i.e.: Outreach and Relations teams)

**Constituencies:** All

**Metrics:** Tracking of number engaged with OVPGR staff that engage “U-M on the Road” (i.e.: those OVPGR staff that work with external communities across the state)

**Actions:**

1. UM on the Road/Externally engaged staff: Focus on increasing institutional awareness of DEIA resources so that if/when inquiries are identified or received (in the course of each unit’s work; Federal, State Outreach, Community Outreach, State Relations) appropriate staff are able to leverage the UM DEIA resources (online/academic innovations, in-person - faculty/programmatic) to the requesting external populations (via OVPGR unit work: State, Local/Community, Federal)

**Primary DEI Goal:** Inclusion

#### **Strategic Objective 2: - EGI**

Intentionally Involve Historically Excluded Communities & Populations (HECP) in our DEIA programs and research. EGI engages with many communities and populations within our programs, and this objective is to ensure we are intentionally providing pathways for inclusion to populations that have been historically underrepresented and/or underserved. All people and communities are eligible to participate in our programs and research, regardless of their identity, as they meet the grant’s criteria (such as size or type of business).

**Constituencies:** All

**Metrics:** We will record our engagement with HECs annually and report in an annual plan.

Additionally, further metrics will be determined by our cross-cutting projects across all objectives since this objective supports the others

**Actions:**

1. Develop internal tracking mechanisms of engagement with HECs at EGI
2. Additional projects to be identified by OVPGR and EGI staff and evaluated through our

strategic planning tool, Allowance

**Primary DEI Goal:** Inclusion

**Strategic Objective 3 - EGI:**

Identify, educate, and inform our various stakeholders on best practices in DEIA

**Constituencies:** All

**Metrics:** Track grants, developed reports, information sharing through social media posts, and newsletters

**Actions:**

1. Development of DEI section in EGI quarterly newsletter
2. Projects to be identified by EGI staff and evaluated through our strategic planning tool, Allowance

**Primary DEI Goal:** Inclusion

## Goal-related Metrics – OVPGR/EGI Measures Tracked Over Time

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**University wide Metrics:**

With regard to the three goals of the Strategic Plan, the university will track and publish overall metrics relating to the three goals. Items under discussion for these university-wide, goal-related metrics:

- Diversity: makeup of freshman class, diversity of faculty at all levels, diversity of staff, diversity of workforce overall, diversity of students overall, completion rates for all students at all levels.
- Equity: # reported incidents, reports on adverse impacts.
- Inclusion: results on UM climate measures of faculty, staff and students.

**School, College or Unit Metrics:**

*OVPGR and EGI will consistently track engagement and our progress with our strategic plan through the Allowance decision making tool. This tool provides data on the strategic alignment of projects selected based on weighted measures and how these advance the priorities indicated in all three areas.*

*In addition:*

- *Our units will receive and review annual Metrics Reports. These reports are designed for internal use and tracking.*
- *Evaluate the makeup of our workforce, supervisor cohort, demographics of pool of employees promoted in the last year, climate survey results, and number of participants in DEIA training opportunities.*

## Action Planning Tables with Details and Accountabilities

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*Fill in the tables with additional details about actions, including deliverables and assignments.*

## **PEOPLE** *(Recruitment, Retention & Development)*

Key Constituency	Strategic Objective	Associated Metrics	Detailed Actions Plan (measurable, specific)	Group/person accountable
Staff	#1 Foster and advance DEIA through recruiting and supporting a broadly diverse staff	Demographics data of staff	<p>Continue to evaluate recruitment, hiring, and selection practices through evaluations and leadership team reporting</p> <p>Continued evaluation and documentation of career advancement for staff through evaluations and leadership team reporting</p>	OVPGR leadership team; EGI leadership team
Staff	#2 Foster and advance DEIA with continuous DEIA learning for staff and, dedicating staff capacity to this effort	This will be measured through the number of training and connection opportunities provided to staff	<p>Identify and implement DEIA training and educational opportunities to be provided to staff for building knowledge, connection, networking, and engagements that foster collaboration and DEIA skill building</p> <p>In subsequent years, continue to review and update our Allovance planning tool with new projects identified by staff</p>	DEI co-leads team

## **PROCESS** *(Promoting an Equitable & Inclusive Community)*



Key Constituency	Strategic Objective	Associated Metrics	Detailed Actions Plan (measurable,specific)	Group/person accountable
Staff	#1 Institutionalize processes for DEIA work in our units	<p>Track the number of projects related to DEIA submitted by the staff (those on the DEI team as well as those not on the team) as well as the transparent scoring for each project based on team-built strategic priorities and objectives</p> <p>Track DEIA demographics (such as women-owned, minority-owned, and veteran-owned) for consultants on technical assistance projects within EGI. The data will be provided through self-attestation by the consultant and is not required nor considered in selection decisions</p>	<p>Share Allovance project submission tool with unit teams and consistently seek project recommendations and share updates at all-staff meetings</p> <p>Formalize approval flows for all DEIA training/activities</p> <p>Develop data collection and storage tool for demographic information for owners of consulting companies working with EGI</p>	DEI co-leads team
Staff	#2 Review pathways for conflict resolution and ensure documentation is available to all staff	Track mentions in all-staff meetings	Leadership teams to map pathways for conflict resolution, locations of information about these pathways, and share at all-staff meetings	OVPGR/EGI leadership team
Community partners and	#3 Partner with ODEI to elevate	Number of resources	Assemble a directory of UM DEI resources willing and able to conduct DEI training and facilitation	OVPGR co-leads team

outside organizations	the need to leverage the resources of UM to support community partners/outside organizations	within directory and frequency of updates	with external community groups	
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## PRODUCTS (*Education, Scholarship & Service*)

Key Constituency	Strategic Objective	Associated Metrics	Detailed Actions Plan (measurable,specific)	Group/person accountable
All	#1 – OVPGR Leverage the internal resources of UM to align external messaging, promote cross-unit collaboration, and promote information sharing for OVPGR staff that engage with external communities (i.e.: Outreach and Relations teams)	Tracking of number engaged with OVPGR staff that engage “U-M on the Road” (i.e.: those OVPGR staff that work with external communities across the state)	UM on the Road/Externally engaged staff: Focus on increasing institutional awareness of DEIA resources so that if/when inquiries are identified or received (in the course of each unit’s work; Federal, State Outreach, Community Outreach, State Relations) appropriate staff are able to leverage the UM DEIA resources (online/academic innovations, in-person - faculty/programmatic) to the requesting external populations (via OVPGR unit work: State, Local/Community, Federal)	OVPGR co-leads
All	#2 – Intentionally Involve Historically Excluded Communities & Populations (HECP) in our DEIA programs and research (see above for more detail)	We will record our engagement with HECs annually and report in an annual plan. Additionally, further metrics will be determined by our cross-cutting projects across all objectives since this objective supports the others	Develop internal tracking mechanisms of engagement with HECs at EGI  Additional projects to be identified by OVPGR and EGI staff and evaluated through our strategic planning tool, Allovance	EGI co-leads
All	#3 – EGI Identify, educate, and inform our various	Track grants, developed reports,	Development of DEI section in EGI quarterly newsletter	EGI co-leads

	stakeholders on best practices in DEIA	information sharing through social media posts, and newsletters	Projects to be identified by EGI staff and evaluated through our strategic planning tool, Allovance.	
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## Plans for Supporting, Tracking and Updating the Strategic Plan

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The Diversity, Equity and Inclusion Co-Leads team is the key contact for stewardship of the plan. This group will conduct an annual review of the plan with all relevant constituencies. Each winter, the team will solicit additional project ideas through the Allovance software. The projects will be reviewed by each unit's respective planning team and new projects for the following year will be selected. Each spring, the teams will update our respective unit on progress/completion of current projects and the newly selected projects for the upcoming academic year.