



Office of University Audits

Diversity, Equity, and Inclusion Strategic Plan Five-Year Strategic Objectives, Measures, and FY17 Actions

I. Diversity Equity and Inclusion Strategic Plan: Overview

Selected text from President's Diversity Charge:

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: To support the Mission, Vision, Values of University Audits

II. Planning Process Used

Planning Process Summary

- Processes used to collect data included a survey, graffiti data collection, and analysis of the Human Capital Report
- Sources of data, (e.g. Institutional data, forums, town halls, focus groups, interviews, surveys, committee reports): Human Capital Report, input from all audit employees, discussion with the diversity, equity, and inclusion project manager, and meetings and discussions with other planning leads
- Processes used to analyze data: data trending, graphing, benchmarking, and review of input
- Action idea generation activities: meeting with other planning leads, discussion with the diversity, equity, and inclusion project manager, Liberating Structures leadership seminar activities



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Summary of engagement activities:

- Communication exercises during team meetings, graffiti wall, survey, discussion of diversity, equity, and inclusion goals at team meetings, department emails promoting diversity, equity, and inclusion efforts and events

III. Data and Analysis: Key Findings

Key Findings, Themes, and Recommendations

1. Incorporate the concerns and aspirations of team members into University Audits’ plans for creating a more diverse, equitable, and inclusive environment.
2. Enhance the recruitment, hiring, and evaluation processes to more closely align it with the university’s goals and responsibilities for diversity
3. Increase and broaden efforts to emphasize and increase awareness about the value of diversity, equity, and inclusion in the workplace.
4. Provide a systematic approach to help people learn how to demonstrate respect for one another through education and experiences that deepen knowledge, enhance competency and create an environment that is diverse, equitable, and inclusive.

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

Incorporate the concerns and aspirations of audit team members into the university and local strategic plans for creating a more diverse, equitable and inclusive environment.

IV. A. Recruitment, Retention, and Development

Constituency: All University Audits employees

Five-Year Strategic Objective 1

- Consider federally mandated affirmative action goals for all relevant UA positions.

Measures of Success: Increased number of underrepresented individuals in open position candidate pools

FY17 Actions:

- Use recruiting resources targeting under-represented groups.
- Incorporate our commitment to diversity, equity, and inclusion to the process for choosing guest auditors by considering an individual’s commitment to diversity, equity, and inclusion in selecting guest auditors.
- Develop ongoing relationships with UM-Flint, UM-Dearborn, the Ross School of Business and Eastern Michigan’s auditing program for recruitment of short-term interns.
- Eliminate personally identifiable information from resumes prior to screening.



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Primary DE&I Goal: diversity

Five-Year Strategic Objective 2

- Equity in assignment of assignments

Measures of Success: Improved staff satisfaction and better achievement of department goals as indicated by department metrics (plan completion/productivity measures) and feedback from team at bi-monthly meetings.

FY17 Actions:

- Continue to recalibrate audit and project scheduling on an on-going basis to ensure equity in work assignments, depending on skill level.
- Examine performance appraisal process to ensure equity
- Provide periodic reports on status of department goals and changes in policies and procedures from MTeam (department management) at team meetings
- Discuss reporting misconduct at team meetings and reinforce message with periodic emails to the department.

Primary DE&I Goal: inclusion

Other applicable domain:

Five-Year Strategic Objective 3

- Improved awareness of reasons for inclusion through training and learning opportunities for University Audits personnel

Measures of Success: Reduction of staff turnover outside of the university, and improved project management and auditing performance

FY17 Actions:

- Initiate 360° feedback process in University Audits
- Incorporate a periodic report of MTeam discussion into the team meeting agenda
- Ensure that skip-level meetings are done on a regular basis to obtain staff feedback and suggestions.
- Continue efforts at improving departmental communications through the use of innovative structures.
- Examine creation of mentoring relationships with executives outside of University Audits and/or University Audits management

Primary DE&I Goal: Equity

Other applicable domain:



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IV. B. Education and Scholarship

Constituency: All University Audits employees

Five-Year Strategic Objective 1

- Improve cultural sensitivity demonstrated by auditors and managers

Measures of Success: client and staff satisfaction surveys. Improved results from customer satisfaction survey. Improved interoffice communications and relationships.

FY17 Actions:

- Completion of required ADA training by all University Audits individuals with supervisory responsibilities
 - Share lessons learned at team meetings
- Scheduling of presentations related to diversity, equity and inclusion
 - Include in team meeting minutes
- Scheduling of team meeting guests/presentations related to diversity, equity, inclusion
 - Dealing with disabilities
 - Adaptive technologies
- Provide diversity, equity and inclusion content at team meetings on a regular basis
 - Schedule civility presentation
- Schedule educational presentations on diversity-related topics
 - Screen and discuss Life of Mohammed as a brown bag.
- Schedule regular discussions of diversity, equity, and inclusion actions and goals in team meetings.

Primary DE&I Goal: Equity

Other applicable domain: Promoting an equitable and inclusive community, dealing equitably with constituencies in the university communities

IV. C. Promoting an Equitable and Inclusive Community

Constituency: Staff and audit clients

Five-Year Strategic Objective 1

- Enhance relationships with the constituencies with whom university audits interacts.

Measures of Success: (for Objective 1): client and staff satisfaction surveys; increased communication with audit constituencies; increased number of requests for assistance and/or participation

FY17 Actions:

- Provide diversity, equity, and inclusion content at team meetings on a regular basis
- Continue to invite speakers from other university areas to team meetings



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Primary DE&I Goal: Inclusion

Other applicable domain:

IV. D. Service (as applicable)

Constituency: Staff and visitors to University Audits offices and web site

Five-Year Strategic Objective 1

- Improve accessibility of physical and on-line resources
- Periodically review site and office to gauge compliance with ADA standards

Measures of Success: successful review of web site and offices by ADA experts at the university. Ongoing feedback will be gathered from:

- Customer satisfaction surveys.
- Periodic meeting with stakeholders to discuss audit team and projects
- Regular meetings with university executive management and Regents (Finance, Audit, and Investment committee)

FY17 Actions: review and inspection by university ADA experts of web site and offices

- Update web site, as appropriate
- Replace current University Audits office front door opening mechanism with ADA compliant mechanism

Primary DE&I Goal: Inclusion

Other applicable domain: promoting an equitable and inclusive community

V. Goal-related Metrics – School, college, or unit measures tracked over time

Diversity

1. Measure diversity in make-up of University Audits personnel with comparisons to university human capital report and UAudits current metrics.

Equity

1. Measure improved cultural sensitivity demonstrated by auditors and managers using client feedback survey
2. Questionnaires

Inclusion

1. Measure increased communication between staff in productivity reports and further use of graffiti wall.
2. Measure improved cultural sensitivity and inclusion of other University Audits team members and clients using client feedback survey and discussions at team meetings.



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VI. Action Planning Tables with Details and Accountabilities

VI. A. Recruitment, Retention, and Development

Key Constituency	Strategic Objective	Measures Of Success	Detailed Actions Planned (measurable, specific)	Group/ persons accountable	Resources needed (if applicable)
Staff of UAudits	Consider federally mandated affirmative action goals for all relevant UA positions	Increase of the number of under-represented individuals in candidate pools and individuals hired	<ul style="list-style-type: none"> Investigate use of recruiting resources targeting under-represented groups. Incorporate our commitment to diversity, equity, and inclusion to the process for choosing guest auditors by considering an individual's commitment to diversity, equity, and inclusion in selecting guest auditors. Develop ongoing relationships with the UM-Flint, UM-Dearborn, Ross School of Business and Eastern Michigan's auditing program for recruitment of short-term interns. Eliminate personally identifiable information from resumes prior to screening. 	UAudits MTeam	
Staff of UAudits	Equity of departmental workload	Improved staff satisfaction and achievement of department goals as indicated by department metrics (plan completion/productivity measures) and feedback from team at bi-monthly	<ul style="list-style-type: none"> Continue to recalibrate scheduling on an on-going basis to ensure equity in workload, depending on skill level. Examine performance appraisal process to ensure equity Provide periodic reports on status of department goals and changes in policies and procedures from MTeam (department management) at team meetings <p>Discuss reporting</p>	UAudits MTeam	



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		meetings.	misconduct at team meetings and reinforce message with periodic emails to the department.		
Staff of UAudits	Improved learning opportunities for UAudits personnel	Reduction of staff turnover, improved project management and auditing performance	<ul style="list-style-type: none"> • Initiate 360° feedback process in UAudits • Incorporate a periodic report of MTeam discussion into the team meeting agenda • Ensure that skip-level meetings are done on a regular basis. • Continue efforts at improving departmental communications through the use of innovative structures. • Examine creation of mentoring relationships with executives outside of University Audits and/or UAudits management 	UAudits MTeam	

IV. B. Education and Scholarship

Key Constituency	Strategic Objective	Measures Of Success	Detailed Actions Planned (measurable, specific)	Group/ persons accountable	Resources needed (if applicable)
Staff of UAudits	Improve cultural sensitivity demonstrated by auditors and managers	<p>Improve cultural sensitivity demonstrated by auditors and manager</p> <p>Improved results from customer satisfaction survey.</p> <p>Improved interoffice communications and relationships.</p>	<ul style="list-style-type: none"> • Completion of required ADA training by all University Audits individuals with supervisory responsibilities <ul style="list-style-type: none"> ◦ Share lessons learned at team meetings • Scheduling of presentations related to diversity, equity and inclusion <ul style="list-style-type: none"> ◦ Include in team meeting minutes • Scheduling of team meeting guests/presentations related to diversity, 	UAudits MTeam	Work with ADA coordinator at the Office of Institutional Equity for ADA training



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			<p>equity, inclusion</p> <ul style="list-style-type: none">○ Dealing with disabilities○ Adaptive technologies● Provide diversity, equity and inclusion content at team meetings on a regular basis<ul style="list-style-type: none">○ Schedule civility presentation● Schedule educational presentations on diversity-related topics<ul style="list-style-type: none">○ Screen and discuss Life of Mohammed as a brown bag.● Schedule regular discussions of diversity, equity, and inclusion actions and goals in team meetings.		
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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)
UAudits staff and audit clients	Develop and improve relationships with the various constituencies university audits interacts with and promote a diverse, equitable and inclusive community	client and staff satisfaction surveys	<ul style="list-style-type: none"> • Provide diversity, equity and inclusion content at team meetings on a regular basis • Invite speakers from other university areas to team meetings 	UAudits MTeam	

IV. D. Service

Key Constituency	Strategic Objective	Measures Of Success	Detailed Actions Planned (measurable, specific)	Group/ persons accountable	Resources needed (if applicable)
Staff and visitors to UA offices and web site	Improve accessibility of physical and on-line resources	successful review of web site and offices by ADA experts at the university	<ul style="list-style-type: none"> • Update web site • Replace current UAudits office front door opening mechanism with ADA compliant mechanism 	UAudits MTeam	<p>Working with Adaptive Technologies to review web site.</p> <p>Working with ADA coordinator at the Office if Institutional Equity on the door.</p>

VII. Plans for Supporting, Tracking, and Updating the Strategic Plan

1. Review plan semi-annually (done by the University Audits diversity, equity, and inclusion team)
 - a. Assess performance against metrics described in plan
 - b. Update plan when necessary
 - c. Discuss potential changes with OGC.
 - d. Present findings and recommendations to University Audits at a team meeting
2. Benchmark with other similarly sized university units
3. Re-survey department (every 2 years)
4. Assess changes in customer satisfaction surveys