Diversity, Equity and Inclusion Strategic Plan
Five-Year Strategic Objectives, Measures and FY18 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 Lead(s):* Paul Millis and Shelley Curry (primarily responsible for overseeing plan implementation and monitoring)

*Planning Team:* Jeff Moelich, Paul Millis, Jeannie Kain, Shelley Curry

*Planning Process Summary*

- Processes used to collect data include use of the DEI survey data, graffiti data collection, discussions and idea generating exercises in team meetings, and analysis of the Human Capital Report.
- Sources of data include DEI Survey data, Human Capital Report, input from all audit employees, and meetings and discussions with other planning leads.
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- Processes used to analyze data include data trending, graphing, benchmarking, and review of input.
- Actions taken include meeting with other planning leads, and expand on the previous year’s activities and goals, Liberating Structures activities, discussions with University Human Resources and HRD, and benchmark with similarly sized units.
- In addition to the data gathering methods listed above, University Audits team members participate in twice monthly team meetings. During these meetings the team provided feedback on each of the year-one DEI activities. This feedback has generally been very positive.
- There has been a significant turn-over in staff in the past year (5 of 20 positions).

III. Data and Analysis: Key Findings

Summary of Data

University Audits is a service unit that provides audit and advisory services to all campuses at University of Michigan.

We found that:

- University Audits has become more diverse than it was four years ago.
  - UA is losing both older and younger employees but the mix of age groups has increased.
  - We have employees from more ethnic groups than we did four years ago.
  - We are not as ethnically diverse as the university but we are a smaller group
  - The proportions of the UA’s ethnic mix are comparable to the same groups for university.
- We are generally satisfied with our jobs.
- We think our jobs make good use of our abilities and our job responsibilities are clear.
- We feel our ideas and suggestions are seriously considered.
- We believe that we get an adequate amount to training.
- We enjoy our co-workers, feel knowledgeable, and know where to get help.
- We think our abilities are respected and we respect our supervisor’s abilities.
- We believe that the department has a genuine commitment to workforce DEI goals.
- We could improve our communication skills.
- We can improve the ways the information we collect can be used to better our relationships within the department and the university community.
- We would like to be included or informed about the department-wide decision making processes.
- Some members of the university have a negative impression of auditors.
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 University Audits staff members into the university and local strategic plans for creating a more diverse, equitable, and inclusive environment.

Discussion
This plan covers all University Audits team members and strives to improve their interactions with each other, audit clients, and all other members of the university community. The strategic objectives needed to further the university-wide goals of diversity, equity and inclusion have been aggregated into four domains determined by the university. Each of these strategic objectives is accompanied by descriptions of single and multiple year actions University Audits will take to accomplish those objectives and a method to measure success that will be tracked over time.

Additional detail on assignments, timelines, and accountabilities are described in the sections below.

A summary of year one achievements includes:

- As an effort to broaden the diversity of applicant pools, used recruiting resources targeting under-represented groups when posting job openings.
- Included DEI statement in job descriptions.
- Eliminated personally identifiable information from resumes prior to screening.
- Worked to recalibrate audit and project scheduling on an on-going basis to ensure equity in work assignments, depending on skill level (ongoing).
- Began work with University Human Resources to examine performance appraisal process (ongoing).
- Discussed how to report misconduct at team meetings.
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- Added how to report misconduct and an overview of the Hotline to new employee orientation materials.
- Added DEI overview during new employee orientation.
- Continued efforts at improving departmental communications through the use of Liberating Structures.
- Included guests and presentations at team meeting related to diversity, equity, inclusion.
  - Unconscious Bias Class on 6/7/2017.
  - Campus Commitment to Diversity presentation on 3/17/2017.
  - Regular discussions of diversity, equity, and inclusion actions and goals in team meetings.
- Working with OIE to schedule presentations on Intercultural Awareness, ADA Awareness, and Business Case for Diversity for 2018 team meetings.
- Invited speakers from other university areas to team meetings.

IV. A. Recruitment, Retention and Development

**Staff**

*Five-Year Strategic Objective 1:*
- Consider federally mandated affirmative action goals for all relevant UA positions.

*Measures of Success (for Objective 1):*
- Increased number of candidates of underrepresented individuals

*Actions:*
- 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 relationships with UM-Flint, UM-Dearborn, the Ross School of Business and Eastern Michigan’s auditing program for recruitment of candidates and short-term interns.
- Continue to use recruitment tools (blind resume screening and alternate job posting sites) when seeking candidates.
- Added overview of university and University Audits DEI plans during new employee orientation.
- Working to add an introduction to the University Hotline and other university resources for conflict resolution and reporting misconduct to the new employee orientation process.
• Working to add a more positive feeling about auditing at the university as part of new employee orientation and in bi-monthly team meetings. We plan to begin or continue to:
  o Discuss value added work done by auditors
  o Discuss changed effected by audit findings that have a positive influence on the university
  o Openly sharing recognition by audit clients in response to audit and committee work

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.

Actions:

• Continue work to provide periodic verbal reports on status of department goals and changes in policies and procedures from MTeam (department management) at team meetings
  o Continue to discuss reporting misconduct reporting and reinforce message with periodic emails to the department. Work with University Human Resources to continue reviewing the performance appraisal process
  o Explore ways to focus on individual strengths and use information gained from Myers-Briggs, Strength Finder, and other assessments to improve personal interactions, day-to-day department operations, and staff satisfaction.
  o Begin conducting regular, staff only meetings to discuss department procedures and to provide feedback to management team for process improvement.

Primary DE&I Goal: inclusion

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.
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Actions:

- 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 working with University Human Resources to improve review and feedback processes.
- Continue efforts at improving departmental communications through the use of Liberating Structures.
- Continue exploring methods to create mentoring relationships with others outside of University Audits and/or University Audits management.

Primary DE&I Goal: Equity

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: Continued and/or improved client and staff satisfaction surveys. Improved results from customer satisfaction survey. Improved interoffice communications and relationships.

Actions:

- Completion of required ADA training by all University Audits individuals with supervisory responsibilities.
  - Share lessons learned at team meetings.
- Schedule regular discussions of diversity, equity, and inclusion actions and goals in team meetings.
- Schedule presentations on gender and intercultural awareness.
- Explore modifying client feedback survey to emphasize DEI goals and values.

Primary DE&I Goal: Equity

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

IV. C. Promoting an Equitable and Inclusive Community

Unit Overall

Constituency: Staff and audit clients

Five-Year Strategic Objective 1
Office of University Audits

- 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.

**Actions:** Continue providing diversity, equity, and inclusion content at team meetings on a regular basis. Continue to invite speakers from other university areas to team meetings.

- In response to some staff suggestions to integrate DEI into department processes, explore modifying the client satisfaction survey to include questions about the inclusiveness of interaction among auditors and client staff. We plan to discuss client survey results with audit teams to solicit suggestions for improving these interactions.

- Review procedures for opening and closing audit meetings to invite more collaboration with audit clients. Also review reporting format to more fully incorporate audit client input.

**Primary DE&I Goal:** Inclusion

**IV. D. Service**

**Overall**

**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).

**Actions:**

- Continue work on SPG and University Audits web site evaluation.
- Request funds to upgrade sites.
- Prepare RFP is necessary.
- Include ADA questions in University Audits feedback survey.

**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

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: number of reported incidents, reports on adverse impacts.
- Inclusion: results on UM climate measures of faculty, staff and students.

Unit Metrics:
- Diversity
  - Backgrounds of workforce
  - Make up of supervisor cohort
- Equity
  - Acceptance of individual differences
  - Demographics of pool of employees promoted in past year
  - Demographics within salary bands of employees
- Inclusion
  - Number of participants in skill and cultural training opportunities
  - Climate survey results by area
  - Assess changes in customer satisfaction surveys

VI. Pathway for Conflict Resolution
To provide the University Audits team additional tools to address workplace conflicts, we plan to continue to regularly include presentations on university resources for conflict resolution at team meetings and monthly Lunch and Learns. So new employees begin with the information necessary to resolve conflicts, we are adding an introduction to the University Hotline and other university resources for conflict resolution and reporting misconduct to the departmental new employee orientation process.
## VI. Action Planning Tables with Details and Accountabilities

### VI. A. Recruitment, Retention and Development

<table>
<thead>
<tr>
<th>Key Constituency</th>
<th>Strategic Objective</th>
<th>Measures Of Success</th>
<th>Detailed Actions Planned (measurable, specific)</th>
<th>Group/ persons accountable</th>
<th>Resources needed (if applicable)</th>
</tr>
</thead>
</table>
| 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 | - 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.  
- Working to add an introduction to university and University Audits DEI plans during new employee orientation.  
- Working to add an introduction to the University Hotline and other university resources for conflict resolution and reporting misconduct to the new employee orientation process. Working to add a more positive feeling about auditing at the university as part of new | UAudits MTeam | |

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| 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 meetings. | Continue to recalibrate scheduling on an on-going basis to ensure equity in workload, depending on skill level.  
| Discuss value added work done by auditors  
| Sharing changed effected by audit findings that have a positive influence on the university  
| Sharing recognition by audit clients in response to audit  
| 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.  
| Explore ways to focus on individual strengths and use information gained from Myers-Briggs, Strength Finder, and other assessments to improve personal interactions, day-to-day department operations, and staff satisfaction.  
| Work with University Human Resources to explore performance evaluation options.  
| Incorporate a periodic report of MTeam |

Staff of UAudits  
Improved learning opportunities for UAudits personnel  
Reduction of staff turnover, improved project management  
Work with University Human Resources to explore performance evaluation options.  
Incorporate a periodic report of MTeam
t and auditing performance 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
- Begin conducting regular, staff only meetings to discuss department procedures and to provide feedback to management team for process improvements.

### VI. B. Education and Scholarship

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| Staff of UAudits   | Improve cultural sensitivity demonstrated by auditors and managers | Improve cultural sensitivity demonstrated by auditors and manager | - 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 | UAudits MTeam         | Work with ADA coordinator at the Office of Institutional Equity for ADA training |
VI. C. Promoting an Equitable and Inclusive Community

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| 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 | • Provide diversity, equity and inclusion content at team meetings on a regular basis  
• Invite speakers from other university areas to team meetings  
• In response to some staff suggestions to integrate DEI goals into department processes, explore modifying the client satisfaction survey to emphasize DEI goals and values. | UAudits MTeam | |
survey to include questions about the inclusiveness of interaction among auditors and client staff. We plan to discuss client survey results with audit teams to solicit suggestions for improving these interactions.

- Review procedures for opening and closing audit meetings to invite more collaboration for audit clients. Also review reporting format to more fully incorporate audit client input.

### VI. D. Service

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<tbody>
<tr>
<td>Staff and visitors to UA offices and web site</td>
<td>Improve accessibility of physical and on-line resources</td>
<td>successful review of web site and offices by ADA experts at the university</td>
<td>• Update web site</td>
<td>UAudits MTeam</td>
<td>Working with Adaptive Technologies to review web site. Working with ADA coordinator at the Office if Institutional Equity on the door.</td>
</tr>
</tbody>
</table>
VII. Plans for Supporting, Tracking and Updating the Strategic Plan

The University Audits Diversity, Equity and Inclusion Strategic Plan Project Manager is the key contact for stewardship of the plan in fiscal year 2018. He will be assisted by the DEI team in tracking and supporting the plan implementation.

This team will conduct a review of the plan in Fall 2018, gather feedback and additional ideas to be implemented throughout the year. Periodic status reports on progress will be presented at University Audits team meetings. A final evaluation of Year One success measures, accomplishments against the plan as well as Year Two recommendations will be presented to University Audits in the November team meeting.