

PRELIMINARY AND ADVISORY
PRIVILEGED AND CONFIDENTIAL

Audit Services

Diversity, Equity, and Inclusion Strategic Plan | FY 2024

Strategic Plan Overview

Selected text from President’s Diversity, Equity & Inclusion Charge:

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 is key to individual flourishing, educational excellence, and the advancement of knowledge.

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 based on 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 School, College, or Unit]:

Audit Services supports the university with objective services to assess, assure, advise, and advocate for strong internal controls. We are a unified team, collaborating with other units, articulating risk, improving processes, and strengthening internal controls. We strive to be a driving force for a culture of integrity, accountability, and positive change. We support the university’s mission “to serve the people of Michigan and the world through preeminence in creating, communicating, preserving, and applying knowledge, art and academic values, and in developing leaders and citizens who will challenge the present and enrich the future.”

Audit Services works across the whole university including the Ann Arbor, Flint, Dearborn, and medical campuses. All these locations offer opportunities for work on diversity, equity, and inclusion.

As a central office in a decentralized institution, the work done by the Audit Services team supports the work of the schools, colleges, departments, and units. Audit Services assists the Board of Regents, president, and university leadership in the discharge of their oversight, management, and operating responsibilities by providing objective assurance, advisory, and investigatory services to the university community. Audit Services adds value by:

- evaluating the adequacy and effectiveness of internal controls and policies,
- identifying areas of potential risk,
- engaging in special investigations, and
- providing informed advice.

Key Strategies & Constituencies:

Staff are the main constituencies of this plan. Audit Services is composed entirely of staff and interacts with faculty, audit clients, and rarely interacts with students. Our DEI team, supported by our leadership team, has identified a limited number of strategic objectives to further university-wide goals for DEI. These have been aggregated into the 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, in some cases, multi-year actions Audit Services will take to accomplish those objectives.

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

Planning Process Used

Planning Lead(s):

Tina Foley, Senior Auditor
Paul Millis, Associate Director
Shelley Curry, Executive Secretary to Top Executive

Planning Team:

Tina Foley, Senior Auditor
Paul Millis, Associate Director
Shelley Curry, Executive Secretary to Top Executive

Planning Process Summary:

Audit Services used input from the SoundRocket survey, team meetings and focus groups, our Quality Assessment Review, and the after-audit survey results to help formulate our DEI 2.0 plan. We coordinated with other committees in the department (e.g., the MHealthy Team) and with our management team to discuss input and ideas for the plan.

Data and Analysis: Key Findings

Summary of Data:

Since the inception of the DEI initiative, more than half (11 out of 20) of the Audit Services staff has turned over; some have retired, some have gone on to other opportunities in the university. Some of Audit Services' new staff come from within the university, others from outside the university. These changes in personnel and our continuing team members have provided new perspectives and ideas for the Audit Services DEI 2.0 plan. The accomplishments of Audit Services DEI efforts would not be possible without the dedication of the whole Audit Services team.

Though over 88% of Audit Services staff responded to the SoundRocket survey, because we are a small unit (20 people), the SoundRocket reports do not provide details on the most under-represented groups, which has provided some challenges in informing our efforts. However, the survey did show that:

- 92% of Audit Services staff felt that the overall campus climate had improved since the inception of DEI 1.0.
- 77% of audit staff felt that Audit Services was among the best/better than most for DEI work our unit is doing in relation to DEI compared to other work units at U-M.
- 100% of Audit Services staff felt that what they do in life is worthwhile.

We developed other methods to get meaningful input from our team on issues they feel should form the focus of the DEI 2.0 plans. These included:

- **Quality Assurance Review (QAR):** The *Institute of Internal Auditors International Standards for the Professional Practice of Internal Auditing* requires a QAR to be conducted once every five years. We completed a self-assessment of our conformance with the *IIA Standards*, and the professional services firm of Baker Tilly was hired to conduct an independent validation. Baker Tilly was assisted by the Chief Audit Executives from the University of Texas at Austin and the University of Virginia, and the Audit Director from Penn Medicine at the University of Pennsylvania. We received a rating of "Generally Conforms," which is the highest rating available.
- **Focus Groups and Team Meetings:** Audit Services DEI team provided an overview of DEI 1.0 at an all-team meeting. During that review, we solicited input for the DEI 2.0 Plan. We also met with team members in smaller group settings to solicit input.
- **Audit Quality Surveys:** Audit Services sends an after-audit survey to every audit client. The purpose of the survey is to continuously improve our processes and provide the best possible service to the university. The survey asks about communication, reporting, and the audit team's interactions with the audit client. Aggregated results are shared with the department and client suggestions and comments are used to foster training and process change opportunities. The feedback from these surveys has been generally positive. The client comments were reviewed for inclusion in the DEI 2.0 plan.

Key Findings, Themes, and Recommendations:

The SoundRocket survey indicated that a focus on equity of opportunity and a desire for increased resources to foster professional success are areas that would benefit from additional work.

In addition to recognizing the department's strengths, the QAR pointed out opportunities that can be incorporated into the DEI 2.0 plan:

- Provide additional transparency on risk assessment and audit planning decisions/communication with key stakeholders.
- Continue to evaluate the balance between audit and advisory work/stakeholders stated a desire for additional insights on design of processes and controls, as well as leading practices used at peer institutions.
- Further enhance monitoring of auditor skill sets and training/opportunities to track and monitor professional development opportunities.
- Ensure appropriate capacity to address emerging risks/some stakeholders noted concerns with Audit Services' ability to effectively provide support across the institution given recent expansion and diversification of risks.

From the team meetings and focus groups, we learned that a continued focus on equity and inclusion are important goals for the department. Also of particular interest was the desire to learn how to broaden perspectives and interact with individuals who reject the university's DEI objectives.

Audit Services team members expressed interest in and appreciation of the speakers, seminars, and discussion events that were arranged during DEI 1.0. The DEI team will continue to make efforts in arranging such events.

The overriding themes of these findings are:

- An emphasis on equity in workloads
- A request for clarification and tracking of training opportunities
- The desire for enhanced communication and reporting skills
- An interest in learning more about the university as a whole and how DEI initiatives are affecting the institution

We also found a universal willingness to participate in DEI activities and to contribute to the department's success in this area.

Strategic Objectives, Measures of Success, and Action Plans

Introduction:

The Audit Services plan covers staff, audit report recipients, and visitors to Audit Services' office. 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 multi-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)

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.

STAFF

Strategic Objective 1:

Expand the diversity of unit staff, inclusive of those positions that are affected by federally mandated affirmative action goals.

Metrics: Track representation of the diversity of University Audit staff.

Actions:

1. Explore alternate job posting methods and locations to attract a greater diversity of qualified candidates.
2. Conduct root cause analysis for job categories failing to meet federally mandated affirmative action goals for affected positions and create a report with recommended actions.

Primary DEI Goal: Diversity

Strategic Objective 2: Provide opportunities for learning more about the university as a whole and how DEI initiatives are affecting the institution.

Metrics: Measure the number of speakers and seminars provided and the percentage of Audit Services staff who participate.

Actions:

1. Solicit suggestions for speakers and invite them to address the department.
2. Coordinate learning opportunities on DEI-related topics.

Primary DEI Goal: Diversity

PROCESS (Create an Equitable and Inclusive Campus Climate)

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.

STAFF AND AUDIT REPORT RECIPIENTS

Strategic Objective 1: To provide meaningful and useful communications to audit clients and partner departments that make the audit process more transparent and helps audit clients and university leadership fulfill their oversight, management, and operating responsibilities.

Metrics: Perform a quantitative comparison of feedback in after-audit surveys to gauge client satisfaction on communication processes.

Actions:

1. Review and revise the process for reporting and providing feedback to audit clients.
2. Interview key stakeholders for input on communications improvements.
3. Seek input from audit clients and key stakeholders on plan updates and revisions for Year Two.
4. Provide reports to the Audit Services department on client feedback.

Primary DEI Goal: Inclusion

STAFF

Strategic Objective 2: Promote career advancement for staff by creating diverse and equitable staff training opportunities.

Metrics: Improved feedback from Audit Services team regarding the number of and types of opportunities for learning.

Actions:

1. Review departmental training policies and clarify their essential requirements; define methods to foster consistent enforcement.
2. Use the information gathered in the department professional skills assessment for individual development plans, team events, and lunch and learn presentations.
3. Distribute information about upcoming training opportunities to all Audit Services staff members.
4. Include an introduction to the departmental training and mentoring policies and options in the new employee onboarding sessions.

Primary DEI Goal: *Equity*

STAFF

Strategic Objective 3: Ensure that staff understand and feel free to report conflicts and concerns that may arise in Audit Services or through interactions with clients.

Metrics: Improved feedback from the Audit Services team regarding department climate.

Actions:

1. Continue to have management periodically reach out to ask staff about concerns, including through monthly one-on-one sessions, through informal check-ins, and at other times as needed.
2. Publicize existing university pathways for reporting concerns and to encourage students, faculty, and staff to report concerns for resolution.
3. Encourage staff to report concerns for resolution to management and/or the Equity, Civil Rights and Title IX Office (ECRT).

Primary DEI Goal: *Equity/Inclusion*

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

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.

Staff and visitors to Audit Services' offices and website

Strategic Objective 1: Ensure Audit Services commitment to DEI is visible on its website and continue efforts to make Audit Services websites is accessible to all users.

Metrics: An evaluation of accessibility requested from the ITS Digital Accessibility group. Website metrics from Google Analytics will be reviewed to gauge traffic.

Actions:

1. Conduct ADA review of Audit Services website.
2. Incorporate feedback provided by the ITS Digital Accessibility group.
3. Encourage Audit Services team members to include a link to the website in their communications and MCommunity profiles.

Primary DEI Goal: Inclusion

Goal-related Metrics – [School, College, or Unit] Measures Tracked Over Time

University wide Metrics:

The university will track and publish overall metrics relating to the three goals.

- *Demographic Composition:*
 - *Headcount*
 - *Race/ethnicity*
 - *Sex*
 - *Age (Generation cohort)*
- *Climate Survey Indicators (sample indicators listed below):*
 - *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*
 - *Feeling valued in work unit*
 - *Feeling of belongingness in work unit*
 - *Assessment of work unit commitment to diversity, equity, and inclusion*
 - *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*
 - *Feelings of discrimination in work unit*

School, College, or Unit Metrics:

Audit Services will compile and share the strategic plan metrics.

Unit Metrics:**People:**

- Makeup of workforce
- Achievement of hiring goals
 - Demographics of pool of applicants
- Demographics within salary bands of employees

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
- Feeling valued in work unit
- Feeling of belongingness in work unit
- Assessment of work unit commitment to diversity, equity, and inclusion
- 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
- Feelings of discrimination in work unit

Process:

- Number of participants in skill and cultural training opportunities
- Year-to-year comparisons of the after-audit survey results
- Staff feedback and metrics for training opportunities

ODEI provided metrics:

- Centrally provided Metrics Reports sent to Deans, Directors, and their designees

Action Planning Tables with Details and Accountabilities

PEOPLE (*Recruitment, Retention & Development*)

Key Constituency	Strategic Objective	Associated Metrics	Detailed Actions Plan (measurable, specific)	Group/person accountable
staff	Expand the diversity of unit staff, inclusive of those positions that are affected by federally mandated affirmative action goals.	Track representation of the diversity of University Audit staff.	<ol style="list-style-type: none"> 1. Explore alternate job posting methods and locations to attract a greater diversity of qualified candidates. Conduct root cause analysis for job categories failing to meet federally mandated affirmative action goals for affected positions and create a report with recommended actions. 	Audit Services management team
staff	Provide opportunities for learning more about the university as a whole and how DEI initiatives are affecting the institution.	Measure the number of speakers and seminars provided and the percentage of Audit Services staff who participate.	<ol style="list-style-type: none"> 1. Solicit suggestions for speakers and invite them to address the department. 2. Coordinate learning opportunities on DEI-related topics. 	Audit Serves DEI leads

PROCESS (*Promoting & Equitable & Inclusive Community*)

Key Constituency	Strategic Objective	Associated Metrics	Detailed Actions Plan (measurable, specific)	Group/person accountable
staff and audit report recipients	To provide meaningful and useful communications to audit clients and partner departments that make the audit process more transparent and helps audit clients and university leadership fulfill their oversight, management, and operating responsibilities.	Perform a quantitative comparison of feedback in after-audit surveys to gauge client satisfaction on communication processes.	<ol style="list-style-type: none"> 1. Review and revise the process for reporting and providing feedback to audit clients. 2. Interview key stakeholders for input on communications improvements. 3. Seek input from audit clients and key stakeholders on plan updates and revisions for Year Two. 4. Provide reports to the Audit Services department on client feedback. 	Audit Services management team
staff	Promote career advancement for staff by creating diverse and equitable staff training opportunities.	Improved feedback from Audit Services team regarding equity issues and the number of opportunities for learning provided	<ol style="list-style-type: none"> 1. Review departmental training policies and clarify their essential requirements; define methods to foster consistent enforcement. 2. Use the information gathered in the department professional skills assessment for individual development plans, team events, and lunch and learn presentations. 3. Distribute information about upcoming training opportunities to all Audit Services staff members. 	Audit Services management team and the Skills Assessment team

Key Constituency	Strategic Objective	Associated Metrics	Detailed Actions Plan (measurable, specific)	Group/person accountable
			4. Include an introduction to the departmental training and mentoring policies and options in the new employee onboarding sessions.	
staff	Ensure that staff understand and feel free to report conflicts and concerns that may arise in Audit Services or through interactions with clients.	Improved feedback from the Audit Services team regarding department climate.	<ol style="list-style-type: none"> 1. Continue to have management periodically reach out to ask staff about concerns, including through monthly one-on-one sessions, through informal check-ins, and at other times as needed. 2. Publicize existing university pathways for reporting concerns and to encourage students, faculty, and staff to report concerns for resolution. 3. Encourage staff to report concerns for resolution to management and/or the Equity, Civil Rights and Title IX Office (ECRT). 	Audit Serves management team

PRODUCTS (*Education, Scholarship & Service*)

Key Constituency	Strategic Objective	Associated Metrics	Detailed Actions Plan (measurable, specific)	Group/person accountable
staff and visitors to Audit Services offices and website	Ensure Audit Services commitment to DEI is visible on its website and continue efforts to make Audit Services websites is	1. An evaluation of changes to the website based upon the requested assessment from the ITS Digital Accessibility group.	<ol style="list-style-type: none"> 1. Request the ITS Digital Accessibility group review of Audit Services website for ADA compliance. 2. Incorporate feedback provided by the ITS Digital Accessibility group. 3. Encourage Audit Services team members to include a link to the website in their communications and MCommunity profiles. 	Audit Services' website team

	accessible to all users.	Website metrics from Google 2. Website metrics from Google Analytics will be reviewed to gauge traffic.		
--	--------------------------	--	--	--

Plans for Supporting, Tracking, and Updating the Strategic Plan

Shelley Curry and Jeff Moelich are the key contacts for stewardship of the plan. Tina Foley and Paul Millis will also track and support the plan implementation.

This group will conduct an annual review of the plan with the Audit Services team and gather feedback and additional ideas to be implemented throughout the year. A midyear status report on progress will be presented to the Audit Services' Leadership in January and a final evaluation of metrics and accomplishments against the plan, as well as recommendations will be presented to the Audit Services Leadership beginning in April.