DIVERSITY, EQUITY, AND INCLUSION
STRATEGIC PLAN
FIVE-YEAR STRATEGIC OBJECTIVES,
MEASURES, AND FY19 ACTIONS
YEAR THREE
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I. 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 is key to individual flourishing, educational excellence, and the advancement of knowledge.

– President Mark Schlissel

**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.

The Office of the Vice President and General Counsel (“OGC” or the “Office”) has been a key partner in the University’s efforts to promote diversity, equity, and inclusion (“DEI”). OGC regularly does work in the areas of civil rights, election law, and affirmative action, including matters relating to disabilities and accommodations, discrimination and harassment, and diversity initiatives. For example, OGC vigorously, and successfully, defended the compelling interest in the educational benefits that derive from a diverse student body in the University’s own admissions cases, *Grutter v. Bollinger* and *Gratz v. Bollinger*, and has continued to champion that interest before the U.S. Supreme Court in amicus briefs in support of the University of Texas in the *Fisher* case. OGC has also been instrumental in helping the University strike the appropriate balance between living fully into our DEI values while still fulfilling a university’s role as, as the U.S. Supreme Court put it in *Rosenberger v. Rectors of the University of Virginia*, a “free and robust marketplace of ideas.”

OGC strives to create a work atmosphere in the department that is equitable and inclusive, treating each other, our clients, and others with respect, civility, and professionalism.
II. Implementation Highlights and Planning Process Used

OGC Year Three DEI Working Group: Jack Bernard, Jennifer Johnson, Thomas Kent, Maya Kobersy (lead), Katie Murphy, Laura Napiewocki, Patty Petrowski, Stephanie Schmitzer, Jennifer Traver, and Denise Truesdell

Changes in Team Composition: For most of Year Two, the OGC DEI working group included at least one member from each of the three staff groups that comprise OGC’s permanent staff – attorneys, legal assistants/secretaries, and paralegals – as well as at least one member from each OGC office location (Fleming, N. Ingalls, Wolverine Tower, and NCRC/Tech Transfer). Over the course of the year, two new members, Thomas Kent and Jennifer Traver, joined the team. Subsequently, in March 2018 and May 2018, two of the Year Two team members (Tara Hartman and Travis Souza, respectively), left OGC.

Key Takeaways from Year Two Implementation: Although OGC has a long history of being deeply engaged in helping our clients throughout the University achieve their DEI goals in creative and legally justifiable ways, the University’s DEI strategic planning initiative has caused us to take a more formalized and holistic approach to these efforts, one that focuses not only on our work on behalf of our clients, but also on creating, nurturing, and supporting an office climate and culture that respects diversity and improves our work environment within OGC itself. The formalized approach was done with the strong support of Office leadership, and within the Office’s standing budget; in this way, the Office reinforces the idea that DEI principles are integral to an effective and inclusive Office environment, and to our efficacy in all of our work for the University.

Perhaps most importantly, the entire staff of OGC, whether on the OGC DEI Working Group or not, have provided input and ideas to inform this important work. For example, staff responses on the University’s All-Staff Census, as well as the subsequent all-staff discussion of those results, informed the development of several of the new action items noted in OGC’s DEI Strategic Plan, including with respect to exploring the “blinding” of resumes and creating new opportunities for informal intra-office interactions. OGC staff also participated in the identification of OGC’s community service activity, to take place in October 2018, as well as in the selection of DEI-related staff trainings. Other examples of leadership support and Office engagement are noted throughout this Year Three DEI Strategic Plan.

Based upon OGC’s experiences over both Year One and Year Two, perhaps the most significant takeaway thus far is to continue to solicit the entire staff’s input and feedback on upcoming DEI action items and educational opportunities. The staff’s input is critical to maximize staff participation, promote ongoing dialogue and continued engagement, and minimize the potential for DEI “fatigue” in the context of a demanding workload. More importantly, it also fosters a sense of inclusion regarding the development of OGC’s DEI Strategic Plan and the Office’s approach to implementing that plan.
III. Data and Analysis: Key Findings

University Human Capital Report Data

In 2017, OGC’s regular staff includes 40 employees, of whom approximately 70 percent are female, and 30 percent are male; 7.5 percent self-identify as minority. The average OGC employee is 47 years old and has 8.1 years of service within OGC. Of the 40 employees, 5 percent are presently eligible to retire, a marked decrease from past years. The retirement and/or departure of a small number of long-time staff fostered the change in figures.

Over the past seven years, overall headcount has remained relatively stable, with an overall increase from 36 staff members in 2011 to 40 staff members in 2016 (with a low of 33 staff members in 2012).

Age group brackets have shifted slightly over the past six years – trending from similar percentage distributions across age group brackets, to having a majority of the work force in the 40-49 and 50-59 age group brackets; to some extent, this may be a natural result of staff retention within OGC. Baby Boomer generation representation is trending downward over time, with a corresponding steady upward trend in Millennial and Generation X representation. As of December 31, 2022, approximately 13 percent of the current Department will be eligible to retire.

Over the past six years, minority representation has increased slightly. Percentages of male and female employees identifying themselves as White generally have decreased, with a corresponding rise in employees identifying themselves as a minority. (Given OGC’s relatively small numbers, though, slight changes may appear to reflect a more marked trend than may actually be present, as seems to be the case with respect to the demographic change from last year (10% self-identifying as minority) to this year (7.5% self-identifying as minority), for example.)

Over the past two years, OGC personnel data numbers and trends remain generally consistent with data reported in the Year 1 and Year 2 versions of the OGC Diversity, Equity, and Inclusion Strategic Plan. Two small items of note, however, are a small upward trend in Generation X representation and a decrease in percentage of staff currently eligible to retire (again, these trends may appear more marked given the small numbers in OGC).

University All-Staff Census Results

The Office participated in the University All-Staff Census in Spring 2017, with a final participation rate of 97.37%. OGC’s results were generally strong, with 75.7% of respondents reporting that they are satisfied or very satisfied with office climate. Survey respondents reported that OGC has a strong commitment to DEI (83.8%), that they feel valued (78.4%) and respected (77.8%), and that they have found one or more communities within the Office where they feel they belong (75.7%). Nevertheless, there is still room for improvement. Accordingly, and after seeking input from staff, the Office is in the process of launching a few additional initiatives, including opportunities to interact informally with those in other OGC office locations (we have four), to build rapport and further strengthen our self-conception as a single Office/team. The Office will continue to explore additional opportunities to enhance the office climate.
IV. Strategic Objectives, Measures of Success, and Action Plans

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

A. Recruitment, Retention, and Development – Staff

Five-Year Strategic Objective: Increase diversity of OGC staff

Measures of Success: Composition of applicant pools and interview pools for open positions

FY19 Actions:

- Continue to engage in targeted marketing as part of overall job posting strategy
- To the extent feasible and in a manner consistent with law, periodically review makeup of applicant pools and interview pools for any open positions
- Continue to include messaging regarding the importance of diversity, equity, and inclusion in job postings
- Continue to ask all interviewed applicants to explain their commitment to diversity, equity, and inclusion as part of the interview process
- Explore feasibility of “blinding” resumes for open positions

Primary DEI Goal: Diversity

Five-Year Strategic Objective: Promote staff professional development and career/title advancement

Measures of Success: Number and percentage of OGC staff participating in professional development opportunities; participant evaluation of professional development opportunities attended

FY19 Actions:

- Implement the formal onboarding process developed for new attorney and paralegal hires, and adapt and expand formal onboarding process for new legal assistant/secretary hires to individual OGC office locations, so that, by more consistently and comprehensively informing new OGC staff about the work we do, and the offices/clients with whom we work, we may build a more inclusive office environment
- Continue to encourage all staff to participate in at least one professional development opportunity each year and to evaluate their participation in those opportunities
- Where possible, use professional association networks to provide opportunities for staff to participate in professional speaking and writing opportunities, with the idea of enhancing their professional careers, and in the end “growing” the profession

Primary DEI Goal: Equity

Other Applicable Domains: Promoting an Equitable and Inclusive Community; Service

1 Throughout the plan, references to “staff” include all regular employees in OGC (attorneys, paralegals, and support staff), as well as student law clerks.
B. Education and Scholarship – Staff

_Five-Year Strategic Objective:_ Promote cultural competence of OGC staff

_Measures of Success:_ Number and percentage of OGC staff participating in diversity, equity, and inclusion-themed professional development opportunities; participant evaluation of trainings provided

_FY19 Actions:_

- Continue to provide periodic diversity, equity, and inclusion-themed updates and information-sharing at staff meetings, including with respect to plan progress
- Select, with staff feedback, a diversity, equity, and inclusion-themed training (such as cultural competency inventories, unconscious bias trainings, etc.) to be conducted for OGC staff
- Continue to encourage staff to attend diversity, equity, and inclusion-themed University events and/or diversity, equity, and inclusion-themed sessions at external conferences
- Ask staff to note and briefly describe on their annual self-evaluations how they support and/or promote OGC’s/the University’s ongoing DEI initiatives in their day-to-day work and work-related activities

_Primary DEI Goal:_ Equity

_Other Applicable Domains:_ Recruitment, Retention, and Development; Promoting an Equitable and Inclusive Community; Service
C. Promoting an Equitable and Inclusive Community – Staff

Five-Year Strategic Objective: Continue efforts to ensure all OGC staff feel welcomed and respected

Measures of Success: Results of periodic climate assessment surveys

FY19 Actions:

- Continue to explore and implement new initiatives to build upon OGC’s generally strong results in the University-wide All-Staff Census, including creation of new opportunities for informal cross-Office colleague get-togethers (such as Coffee/Lunch with Colleagues), participation in self-defense training, and greater systematization of annual reviews

Primary DEI Goal: Inclusion

Five-Year Strategic Objective: Ensure that appropriate and equitable “salary relationships exist for staff within the same classification or related classifications, taking into consideration distinguishing factors such as performance, skills, and experience”

Measures of Success: Number of salary-related concerns noted in climate assessment surveys or otherwise

FY19 Actions:

- Continue to have management conduct periodic salary equity reviews and update staff, as appropriate

Primary DEI Goal: Equity

Other Applicable Domain: Recruitment, Retention, and Development

Five-Year Strategic Objective: Ensure that staff understand and feel free to report conflicts and concerns within OGC

Measures of Success: Results of periodic climate assessment surveys

FY19 Actions:

- 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
- Continue to encourage staff to report concerns for resolution

Primary DEI Goal: Equity

Other Applicable Domain: Recruitment, Retention, and Development
D. Service – Staff/University Community

*Five-Year Strategic Objective:* Partner more visibly in the University’s and local community’s diversity, equity, and inclusion outreach efforts

*Measures of Success:* Number and percentage of OGC participants in University/community diversity, equity, and inclusion-themed outreach efforts; participant evaluation of those outreach efforts

*FY19 Actions:*

- Continue to help develop and implement Fleming-wide DEI events
- Develop OGC event, potentially in collaboration with other Fleming offices, that can be conducted in January 2019 as part of the University’s MLK-related activities
- Develop OGC event, potentially in collaboration with the Law School, to explore how respect for diversity of thought (including with respect to political perspective) strengthens our own effectiveness within our roles
- Select, with staff input, at least one community engagement effort in which OGC can participate as an office
- Continue to expand, based on client needs and/or our perceptions thereof, the audience of the seminars, trainings, and presentations that OGC conducts on campus on legal issues related to diversity, equity, and inclusion
- Continue to assess results from initial client survey and periodically re-implement to provide constructive feedback to make OGC more accessible to clients across the University

*Primary DEI Goal:* Equity

*Other Applicable Domains:* Recruitment, Retention, and Development; Promoting an Equitable and Inclusive Community
V. Goal-related Metrics

The University has identified the metrics that units must use to track progress on their DEI goals, and will compile the relevant data for release to individual units. For OGC, an all-staff unit, the metrics for which the University will compile and release data are the following:

- Demographic Composition
  - Headcount
  - Race/Ethnicity
  - Sex
  - Age (Generation cohort)

- Climate Survey Indicators
  - Satisfaction (over 12-month period) with unit climate/work environment
  - Assessment of semantic aspects of general climate in unit
  - Assessment of semantic aspects of DEI climate in unit
  - Feeling valued in unit
  - Feeling of belongingness in unit
  - Assessment of OGC’s commitment to unit
  - Perceptions of equal opportunity for success in unit
  - Feeling able to perform up to full potential in unit
  - Feelings of professional growth in unit
  - Feelings of discrimination in 12-month period in unit
### VI. Action Planning Tables with Details and Accountabilities

#### 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            | Increase diversity of OGC staff | Composition of applicant pools and interview pools for open positions | - Continue to engage in targeted marketing as part of overall job posting strategy  
- To the extent feasible and in a manner consistent with law, periodically review makeup of applicant pools and interview pools for any open positions  
- Continue to include messaging regarding the importance of diversity, equity, and inclusion in job postings  
- Continue to ask all interviewed candidates to explain their commitment to diversity, equity, and inclusion as part of the interview process  
- Explore feasibility of “blinding” resumes for open positions | General Counsel; Deputy General Counsels; Office Manager; Search Committees (if constituted) | N/A |
<table>
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<tbody>
<tr>
<td>Staff</td>
<td>Promote staff professional development and career/title advancement</td>
<td>Number and percentage of OGC staff participating in professional development opportunities; participant evaluation of professional development opportunities attended</td>
<td>• Implement the more formal onboarding process developed for new attorney and paralegal hires, and adapt and expand formal onboarding process for new legal assistant/secretary hires to individual OGC office locations, so that, by more consistently and comprehensively informing new hires about the work we do, and the offices/clients with whom we work, we may build a more inclusive office environment</td>
<td>Deputy General Counsel (Campus)</td>
<td>N/A</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Continue to encourage all staff to participate in at least one professional development opportunity each year and to evaluate their participation in those opportunities</td>
<td>Deputy General Counsels; Office Manager</td>
<td>N/A</td>
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<td>• Where possible, use professional association networks to provide opportunities for staff to participate in professional speaking and writing opportunities, with the idea of enhancing their professional careers, and in the end “growing” the profession</td>
<td>All</td>
<td>N/A</td>
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B. Education and Scholarship

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| Staff            | Promote cultural competence of OGC staff | Number and percentage of OGC staff participating in diversity, equity, and inclusion-themed professional development opportunities; participant evaluation of trainings provided | • Continue to provide periodic diversity, equity, and inclusion-themed updates and information-sharing at staff meetings, including with respect to plan progress  
  
  • Select, with staff feedback, a diversity, equity, and inclusion-themed training (such as cultural competency inventories, unconscious bias trainings, etc.) to be conducted for OGC staff  
  
  • Continue to encourage staff to attend diversity, equity, and inclusion-themed University events and/or diversity, equity, and inclusion-themed sessions at external conferences  
  
  • Ask staff to note and briefly describe on their annual self-evaluations how they support and/or promote OGC’s/the University’s ongoing DEI initiatives in their day-to-day work and work-related activities | OGC DEI Working Group  
  
  General Counsel; Deputy General Counsels; Office Manager (with participation and input from all OGC) | N/A  
  
  N/A |
## C. Promoting an Equitable and Inclusive Community

<table>
<thead>
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<td>Staff</td>
<td>Continue efforts to ensure all OGC staff feel welcomed and respected</td>
<td>Results of periodic climate assessment surveys</td>
<td>• Continue to explore and implement new initiatives to build upon OGC’s generally strong results in the University-wide climate assessment, including creation of new opportunities for informal cross-Office colleague get-togethers (such as Coffee/Lunch with Colleagues), participation in self-defense training, and greater systematization of annual reviews</td>
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<td>Ensure that appropriate and equitable “salary relationships exist for staff within the same classification or related classifications, taking into consideration distinguishing factors such as performance, skills, and experience”</td>
<td>Number of salary-related concerns noted in climate assessment surveys or otherwise</td>
<td>• Continue to have management conduct periodic salary equity reviews and update staff, as appropriate</td>
<td>General Counsel; Deputy General Counsels</td>
<td>N/A</td>
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<tr>
<td>Staff</td>
<td>Ensure that staff understand and feel free to report conflicts and concerns within OGC</td>
<td>Results of periodic climate assessment surveys</td>
<td>• 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 • Continue to encourage staff to report concerns for resolution</td>
<td>General Counsel; Deputy General Counsels; Office Manager</td>
<td>N/A</td>
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### D. Service

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| Staff/ University Community          | Partner more visibly in the University’s and local community’s diversity, equity, and inclusion outreach efforts | Number and percentage of OGC participants in University/community diversity, equity, and inclusion-themed outreach efforts; participant evaluation of those outreach efforts | • Continue to help develop and implement Fleming-wide DEI events  
• Develop OGC event, potentially in collaboration with other Fleming offices, that can be conducted in January 2019 as part of the University’s MLK-related activities  
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• Continue to assess results from initial client survey and periodically re-implement to provide constructive feedback to make OGC more accessible to clients across the University | OGD DEI Working Group | N/A |
|                                      |                     |                                                                                      |                                                                                                                                                                                                                                                                                                                               | General Counsel (with assistance from OGC client survey committee) | N/A |

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

The OGC DEI lead (Maya Kobersy) will be the key contact for stewardship of the plan in FY19. The OGC DEI working group will continue to assist in tracking and supporting implementation of the plan.

A midyear status report will be shared with OGC leadership in early 2019, and a final evaluation of Year Three success measures and accomplishments, as well as Year Four recommendations, will be presented to OGC leadership by Summer 2019.