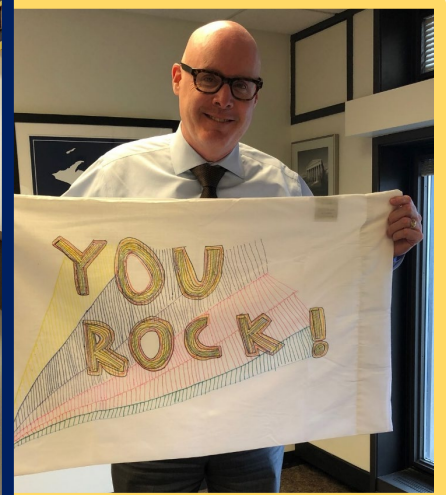
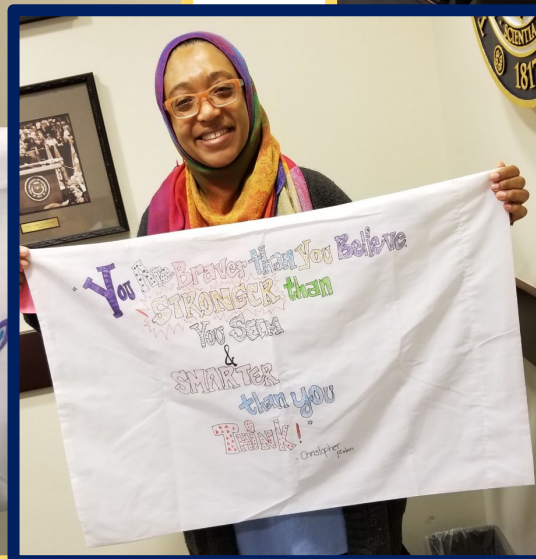
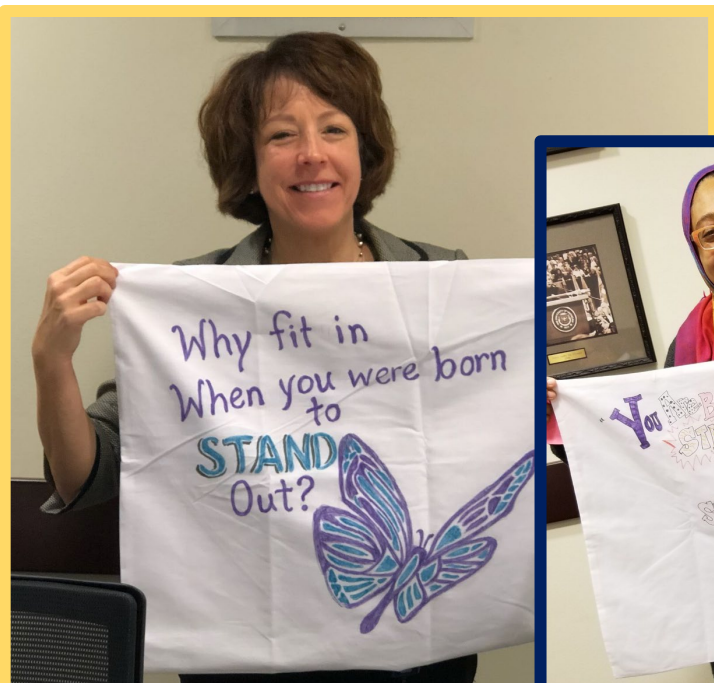




**OFFICE OF THE
VICE PRESIDENT & GENERAL COUNSEL**
UNIVERSITY OF MICHIGAN



**DIVERSITY, EQUITY, AND INCLUSION
STRATEGIC PLAN**

**FIVE-YEAR STRATEGIC OBJECTIVES,
MEASURES, AND FY20 ACTIONS**

YEAR FOUR

TABLE OF CONTENTS

TABLE OF CONTENTS.....	i
I. Diversity, Equity, and Inclusion Strategic Plan: Overview	1
II. Implementation Highlights and Planning Process Used	2
III. Data and Analysis: Key Findings.....	4
IV. Strategic Objectives, Measures of Success, and Action Plans.....	5
A. Recruitment, Retention, and Development – Staff	5
B. Education and Scholarship	6
C. Promoting an Equitable and Inclusive Community – Staff	7
D. Service – Staff/University Community	8
V. Goal-related Metrics	9
VI. Action Planning Tables with Details and Accountabilities	10
A. Recruitment, Retention, and Development	10
B. Education and Scholarship.....	12
C. Promoting an Equitable and Inclusive Community	13
D. Service.....	15
VII. Plans for Supporting, Tracking, and Updating the Strategic Plan	16

Office of the Vice President and General Counsel Diversity, Equity, and Inclusion Strategic Plan

Five-Year Strategic Objectives, Measures, and FY20 Actions Year Four

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

Changes in Team Composition: By the end of Year Three, the OGC DEI working group again included at least one member from each of the three staff groups that comprise OGC's permanent staff – attorneys, legal assistants/secretaries, and paralegals – and, with the addition of Rick Brandon to the working group, at least one member from each OGC office location (Fleming, N. Ingalls, Wolverine Tower, and NCRC/Tech Transfer).

Key Takeaways from Year Three 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; by including our DEI efforts within our standing budget, 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, has provided input and ideas to inform this important work. For example, as previously noted, 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 action items noted in OGC's DEI Strategic Plan over the past few years, including with respect to exploring the "blinding" of resumes and creating new opportunities for informal intra-office interactions. One such initiative, Coffee with Colleagues, provides an opportunity for interested staff to get together, in random groupings, for coffee and conversation outside the Office. Over the past year, the initiative has been expanded to include all interested staff, and to become a more regular event, with plans for a twice-yearly schedule.

Over the past year, we have also focused on aspects of diversity that often do not get as much attention, including by participating in the Office of Organizational Learning's Disability Awareness and Etiquette training and in sponsoring an event to highlight diversity of thought. Our diversity of thought event – which featured past members of the Office of the U.S. Solicitor General who had been appointed by presidents from both political parties – addressed how being open to different perspectives strengthens one's own efficacy and understanding. One key takeaway from the event is how important it is to define the mission of a university as including diversity of thought/perspective. The event also marked the first time since the Plan's inception that the Office had crafted and sponsored an event for the larger University community.

We have also turned our efforts more toward the University community in other ways. For example, our service event this past year benefited the Blavins Scholars Program, and another DEI effort involved a tour of the Trotter Multicultural Center. Other examples of leadership support and Office engagement are noted throughout this Year Three DEI Strategic Plan.

Based upon OGC's experiences over the first three years of the Plan, 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 Employee Data

As of December 2018, OGC's regular staff includes 43 employees, of whom approximately 72 percent are female, and 28 percent are male; 9.0 percent self-identify as minority. The average OGC employee is 48 years old and has 8.8 years of service within OGC. Of the 43 employees, 5 percent are presently eligible to retire, consistent with last year.

Over the past ten years, overall headcount has remained relatively stable, with a slight upward trend over time (an overall increase from 34 staff members in 2009 to 43 staff members in 2018).

Generation brackets have shifted steadily over the past ten years – trending from a majority percentage of Baby Boomer generation workers coupled with low to non-existent percentages of workers in the Generation X and Millennial brackets respectively, to having a majority of the work force in the Baby Boomer and Millennial brackets. As of December 31, 2023, approximately 18 percent of the current Department will be eligible to retire.

Over the past ten years, minority representation has increased slightly. Percentages of male and female employees identifying themselves as White generally have decreased slightly, 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 (7.5% self-identifying as minority) to this year (9.0% self-identifying as minority), for example, and other aspects of diversity may be obscured altogether.)

Over the past year, OGC personnel data numbers and trends remain generally consistent with data reported in reports covering Years 1, 2, and 3 of the OGC Diversity, Equity, and Inclusion Strategic Plan. Of note, OGC continues to experience small but steadily upward trends in Generation X and Millennial representation.

New this year, OGC has been able to assess data regarding Staff applicants/hires and Staff positions filled. Given OGC's small hiring numbers yearly, most 2018 data did not reveal any clear trends. We were able to discern, however, that over the past 5 years, while percentages of job applicants identifying as female fluctuated slightly (in 2018, 48% of applicants identified as female), percentages of hired personnel identifying as female steadily increased. For example, in 2018, OGC filled 5 positions, with 4 persons identifying as female and 1 person identifying as male.

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 – Staff¹

Five-Year Strategic Objective: Increase diversity of OGC staff

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

FY20 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, continue to 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
- Pilot “blinding” resumes for first round of next search

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

FY20 Actions:

- Continue the formal onboarding process developed for new attorney, paralegal, and legal assistant/secretary hires, 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, continue to 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

FY20 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
- Continue to 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

Five-Year Strategic Objective: Educate our community on sexual harassment and misconduct prevention in an effort to promote a safe and supportive environment for all members to work, learn, and thrive

Measures of Success: Number and percentage of OGC staff participating in University-mandated sexual harassment and misconduct prevention training

FY20 Actions:

- Support unit-level participation in mandatory training

Primary DEI Goal: Equity

Other Applicable Domains: Recruitment, Retention, and Development; Promoting an Equitable and Inclusive Community

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

FY20 Actions:

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

FY20 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

FY20 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 publicize existing University pathways for reporting concerns and 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

FY20 Actions:

- Continue to help develop and implement Fleming-wide DEI events, including potential joint screening of *Me, The Other*
- 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 or otherwise, including by exploring listing available presentation topics on OGC website
- 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

<i>Key Constituency</i>	<i>Strategic Objective</i>	<i>Measures of Success</i>	<i>Detailed Actions Planned (measurable, specific)</i>	<i>Group/ Persons Accountable</i>	<i>Resources Needed (if applicable)</i>
Staff	Increase diversity of OGC staff	Composition of applicant pools and interview pools for open positions	<ul style="list-style-type: none"> • Continue to engage in targeted marketing as part of overall job posting strategy • To the extent feasible and in a manner consistent with law, continue to 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 • Pilot “blinding” resumes for first round of next search 	General Counsel; Deputy General Counsels; Office Manager; Search Committees (if constituted)	N/A

Key Constituency	Strategic Objective	Measures of Success	Detailed Actions Planned (measurable, specific)	Group/ Persons Accountable	Resources Needed (if applicable)
Staff	Promote staff professional development and career/title advancement	Number and percentage of OGC staff participating in professional development opportunities; participant evaluation of professional development opportunities attended	<ul style="list-style-type: none"> Continue the formal onboarding process developed for new attorney, paralegal, and legal assistant/secretary hires, 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 	Deputy General Counsel (Campus)	N/A
			<ul style="list-style-type: none"> Continue to encourage all staff to participate in at least one professional development opportunity each year and to evaluate their participation in those opportunities 	Deputy General Counsels; Office Manager	N/A
			<ul style="list-style-type: none"> Where possible, continue to 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 	All	N/A

B. Education and Scholarship

<i>Key Constituency</i>	<i>Strategic Objective</i>	<i>Measures of Success</i>	<i>Detailed Actions Planned (measurable, specific)</i>	<i>Group/ Persons Accountable</i>	<i>Resources Needed (if applicable)</i>
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	<ul style="list-style-type: none"> Continue to provide periodic diversity, equity, and inclusion-themed updates and information-sharing at staff meetings, including with respect to plan progress 	OGC DEI Working Group	N/A
			<ul style="list-style-type: none"> 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 Continue to 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 	General Counsel; Deputy General Counsels; Office Manager (with participation and input from all OGC)	N/A

<i>Key Constituency</i>	<i>Strategic Objective</i>	<i>Measures of Success</i>	<i>Detailed Actions Planned (measurable, specific)</i>	<i>Group/ Persons Accountable</i>	<i>Resources Needed (if applicable)</i>
Staff	Educate our community on sexual harassment and misconduct prevention in an effort to promote a safe and supportive environment for all members to work, learn, and thrive	Number and percentage of OGC staff participating in University-mandated sexual harassment and misconduct prevention training	<ul style="list-style-type: none"> Support unit-level participation in mandatory training 	General Counsel; Deputy General Counsels; Office Manager (with participation from all OGC)	N/A

C. Promoting an Equitable and Inclusive Community

<i>Key Constituency</i>	<i>Strategic Objective</i>	<i>Measures of Success</i>	<i>Detailed Actions Planned (measurable, specific)</i>	<i>Group/ Persons Accountable</i>	<i>Resources Needed (if applicable)</i>
Staff	Continue efforts to ensure all OGC staff feel welcomed and respected	Results of periodic climate assessment surveys	<ul style="list-style-type: none"> Continue to explore and implement new initiatives to build upon OGC's generally strong results in the University-wide All-Staff Census, including continuation of new opportunities for informal cross-Office colleague get-togethers (such as Coffee/Lunch with Colleagues) and greater systematization of annual reviews 	OGC DEI Working Group	N/A
Staff	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"	Number of salary-related concerns noted in climate assessment surveys or otherwise	<ul style="list-style-type: none"> Continue to have management conduct periodic salary equity reviews and update staff, as appropriate 	General Counsel; Deputy General Counsels	N/A
Staff	Ensure that staff understand and feel free to report conflicts and concerns within OGC	Results of periodic climate assessment surveys	<ul style="list-style-type: none"> 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 publicize existing University pathways for reporting concerns and to encourage staff to report concerns for resolution 	General Counsel; Deputy General Counsels; Office Manager	N/A

D. Service

<i>Key Constituency</i>	<i>Strategic Objective</i>	<i>Measures of Success</i>	<i>Detailed Actions Planned (measurable, specific)</i>	<i>Group/ Persons Accountable</i>	<i>Resources Needed (if applicable)</i>
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	<ul style="list-style-type: none"> Continue to help develop and implement Fleming-wide DEI events, including potential joint screening of <i>Me, The Other</i> Select, with staff input, at least one community engagement effort in which OGC can participate as an office 	OGD DEI Working Group	N/A
			<ul style="list-style-type: none"> 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 or otherwise, including by exploring listing available presentation topics on OGC website 	All	N/A
			<ul style="list-style-type: none"> 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 	General Counsel (with assistance from OGC client survey committee)	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 FY20. 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 2020, and a final evaluation of Year Four success measures and accomplishments, as well as Year Five recommendations, will be presented to OGC leadership by Summer 2020.