



## Five-Year Strategic Objectives, Measures and FY21 Actions

This is a working document that will be updated regularly. Our ability to implement and complete the strategic goals described here will depend in part on the availability of funding and other resources. Strategic objectives and related actions will be carried out in accordance with law and university policy.



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**Strategic Plan**

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## Section I

### Diversity Equity and Inclusion Strategic Plan:

#### Overview

The Office of University Development (OUD) maximizes private support for the University of Michigan through high-quality collaboration with the development programs of U-M schools, colleges, and units (SCUs). We also provide fundraising leadership through the stimulation and facilitation of healthy, productive, and lifelong relationships with our colleagues, alumni, and friends, and with foundations and corporations whose giving aligns with the university's vision.

Our staff, including our U-M student staff, must be able to grow, thrive and contribute openly to a diverse, equitable, inclusive workplace. We must embody principles of diversity, equity and inclusion (DEI) in hiring and recruiting, onboarding and training, promotions and compensation, in our day-to-day work environment and in internal activities and communications. We must work to make the University's donor pool more diverse and inclusive, fundraise for DEI initiatives across all three campuses, and we must engage our development partners in other U-M schools, colleges and units in DEI-driven praxis.

This strategic plan sets forth specific, measurable goals for increasing OUD's diversity, equity and inclusion. We act on our commitment, in accordance with the law, to contribute to a just society and affirm the humanity of all persons.





## FY20 Highlights (Year 4)

### Goals: Diversity, Equity and Inclusion

**We ascribe to the University of Michigan's commitment to DEI as follows:**

**Diversity:** We commit to increasing diversity among our staff (including student staff), volunteers and donors. Diversity 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 among or between staff (including student staff), volunteers and donors. We are committed to 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, in our workplace and among our donors, differences are welcomed, and different perspectives are respectfully heard. 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.

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## Rationale: Mission, Vision, Values

### Vision

Philanthropy drives and enables great achievements at the University of Michigan.

### Mission

Maximize private support for the University of Michigan.

### Values

- **Collaboration:** Collaborative, strategic partnerships with colleagues are essential to our success.
- **Diversity:** We honor and respect diversity in all forms and strive to be equitable and inclusive in all that we do.
- **Donor-Centered:** We embrace donors' enthusiasms and help empower donors to impart positive change in the world through the University. We believe every gift makes a difference, and every donor experience should be personally fulfilling and reflect our world-class institution.
- **Innovation and Best Practices:** We are open to change, experimentation, and risk-taking in our search for smarter and more creative ways to do business. We anticipate and respond to emerging trends and have a culture of continuous improvement.
- **Integrity:** We act with discretion, fulfill our commitments, adhere to the highest ethical and professional standards, and serve as trusted resources for all of our partners.
- **Service:** We strive to provide the highest value service to all constituents.
- **Transparency and Trust:** We work and communicate openly and honestly.

Diversity, equity and inclusion in turn depend upon practicing openness, transparency and respect in the workplace. If OUD business practices and processes (especially those related to promotions and compensation) are opaque, or if our DEI actions and measures of success are opaque, we risk an institutional culture in which money raised is our only measure of success. As part of a world-class educational institution, we understand the power and necessity of education. In our case, this means employee education, beginning with onboarding and through regular DEI trainings and forums that are open to all staff. Such education initiatives will help us monitor our actions, measure our results, renew our commitment and expand our efforts toward diversity, equity and inclusion.

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Given our relationships to development departments in the University's SCUs, we are in a unique position to help our partners achieve their DEI goals with their staff, donors, students, and volunteers. We also have an ability to gather data and to leverage our own DEI work and thinking for the good of the University and its development community.

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## Pathways for Conflict Resolution

OUN is committed to advancing a safe and respectful fundraising environment. Our pathway for conflict resolution aligns with policies outlined for staff in the University Standard Practice Guide. Each OUN team is assigned a liaison from the OUN Talent Management team. If a conflict arises, staff are encouraged to speak first with their liaison or, if preferred, another member of the Talent Management team. If necessary, Talent Management will elevate the issue to University Human Resources, the Office of Institutional Equity, and/or Office of General Counsel, as necessary. As we also employ 60-80 students at Michigan Telefund we elevate relevant issues to the Dean of Students Office, as necessary. All employees are informed of these practices and we provide training when needed (for instance, all OUN staff went through Campus Commitments training in FY14).

In addition, staff interface with a wide community of people external to the university, such as alumni, donors, and parents. As in any job, we recognize that staff may sometimes encounter situations that they consider unwelcome or unwanted. An internal OUN committee developed a protocol for staff should they encounter unwelcome behavior or language at a work event, in a one-on-one interaction, on social media, or on the phone.

As we work to create a more inclusive climate in OUN, we hold the belief that our faculty, staff, colleagues, students, alumni, and donors have the best intentions and focus our suggested interventions around values of compassion, empathy, and understanding. However, while good intentions are essential, they are not sufficient. **This protocol is a first step.** In FY20-21, we are partnering with higher education fundraising institutions globally to develop a universal training curriculum and make changes to our data collection processes, incident reporting, and organizational response and remediation.



## Section II

### Diversity Equity and Inclusion Strategic Plan

### Implementation Highlights and Planning Process

## Initial Planning Process

In January 2015, President Schlissel and Dr. Rob Sellers announced a campus-wide and unit-level strategic planning process around diversity, equity, and inclusion at the University of Michigan. In response, OUD created a strategic planning committee charged with executing a comprehensive and inclusive planning process. For details about the strategic planning process, including committee membership and key learning from community input, see Appendix A.

## Current Planning and Implementation Structure

We use the following structure to support our DEI work internal and external to OUD.

### OUD DEI Working Group

In January 2017, OUD established an internal working group charged with executing key DEI initiatives. Each year we send an open invitation to the entire OUD staff for positions on one of four sub-committees. Year 4 sub-committees and volunteers are:

- **Data Acquisition and Usage:** Drafted a policy around the acquisition and usage of affinity and identity data.
  - Volunteers: Kristina Bee, Morgan Bell, Adam Bradley, Ginger Derrow, Nicole Hodges, Tyler Hoff, David Lahie, Sara McCune, Katelin Newman, Kelli North, Kevin Riegle, Michelle Vosters, Spenser Williams
- **Climate:**
  - Drafted 1) guidelines for mutually respectful engagement between staff/ students and external constituents and 2) conflict of interest policy regarding staff-donor dating.
  - Participated in Higher Ed Fundraising Collaborative action teams (each tasked with carrying out one of the following priorities: 1. Data Collection, Assessment, & Reporting; 2. Organizational Response & Remediation; 3. Organizational Culture; and 4. Training) and attended the October meeting.
  - Volunteers: Kari Becker, Marlene Bednarz, Elizabeth Blouin, Meagan Schonfeld, Eric Schramm, Sheila Waterhouse
- **Culture and Inclusion:** Supports the Culture Roadmap for OUD, including the integration of DEI principles into positive organizational scholarship through sub-committee projects.
  - Volunteers: Margo Dornan, Jenny Freels, Jennifer Herstein, Betsy Jackman, Matthew Kirinovic, Sarah LaTarte, Daniel Long, Justin Mambro, Alesha Montgomery, Laura Morris, Rosie Murphy, Terra Neukam, Donna Parr, Thomas Pickren, Tess Postema, Becky Reames, Maria Stieve, Kalia Vang, Leah Warshaw, Charmayne Wiley

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- **Business Operations & Systems:** Applies a DEI lens in their review of external constituent-facing materials, like the university Annual Giving CoOp mailings and Leaders & Best publications.
  - Volunteers: Jessica Blanchard, Paul Boblitt, Peter Drogaris, Monica Esquivel, Daniel Long, Rich Porter, Debbie Roberts, Joshua Stuemppes, Halley Widlak

## Development Community DEI Task force

In 2017, former Associate Vice President for Development Dondi Cupp established the Development Community DEI Task Force, comprising of 20+ frontline fundraisers and prospect development staff in order to develop strategies and recommendations for the entire development community. In Year 4, the DEI Development Community Task Force focused on crafting a new policy around acquiring and using sensitive constituent data related to identity and affinity.

### *Membership:*

Vincent Cavataio, Michigan Medicine

Melissa Cox, Ross School of Business

Jason Gilmore, Ross School of Business

Vikki Hamilton, Office of University Development

Susan Himle-Wills, School of Social Work

Jenny Howard, College of LSA

Tiffani Langford, Michigan Medicine

Craig Leonard, Office of University Development

Peg Lutz, Office of University Development

Mike McBride, School of Education

Melissa Montague, Michigan Athletics

Nick Miller, Business Engagement Center

Kelli North, Office of University Development

Rebecca Pagels, School of Information

Maureen Schafer, Office of University Development

Kelley Stokes-Samuel, University Library

Whitney Tarver, Michigan Athletics

Marlon Wright, School of Kinesiology

Laura Yoo, Museum of Art

Eun Ja Yu, Office of University Development

Maria Zampierollo, Office of University Development

Colleen Zimmerman, School of Nursing

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## Year 4 Implementation Highlights

All teams within OUD strive to advance DEI in their work. Below are select highlights from Year 4 (See Appendix A for Year 1, Year 2, and Year 3 Highlights):

### Fundraising

In collaboration with Chief Development Officers in every school, college, and unit, OUD's Integrated Data Services (IDS) Team developed a DEI fundraising report. According to this report, the University of Michigan raised \$13,811,767 for DEI initiatives from 14,440 unique donors in FY20. Our efforts will continue to evolve as we address the challenges of reporting on DEI fundraising, including identifying what constitutes a DEI fund and whether those definitions will change as the political and environmental landscape changes over time.

#### Notable achievements this year include:

- In September 2019, Vice Provost Rob Sellers launched U-M's first DEI Leadership Council. This council is composed of volunteers who have donated to DEI initiatives across campus or to the Alumni Association of the University of Michigan (AAUM), an external organization—from the AAUM's LEAD Scholars program to the Spectrum Center to first generation student scholarship donors. These volunteer donors are passionate about introducing other potential supporters to DEI causes at or benefiting U-M and will provide Dr. Sellers with valuable counsel and input on the real-world implications of our DEI initiatives.
- In June 2020, Marchell Willian (LSA '84) endowed a George Floyd Memorial Scholarship Fund at UM following a recently-announced challenge from Dr. Scott Hagen (President of North Central University). This need-based scholarship will be awarded annually with a preference for students who have participated in Wolverine Pathways and have demonstrated a commitment to bettering their community.

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# Diversifying Our Donor Pipeline

OUN partnered with the broader school, college, and unit major gifts development teams to conduct a two-part, development community-wide feedback and prioritization exercise around new areas of major gift opportunity for U-M's next campaign. At each convening, approximately 150 frontline U-M fundraisers participated. Approximately 40 major gift officers from OUN and SCUs volunteered to assess U-M's current approach to engaging NextGen and Women donors.

### **For women donors, OUN will spearhead the following engagement strategies:**

1. Review volunteer boards across U-M for gender disparities in representation and produce a report of the findings with recommendations to address disparities.
2. Study the value and feasibility of creating a women's council for the next campaign.
3. Prepare communication around DART best practices to better represent our engagement with women.
4. Meet with OUN Events and Communications teams to ensure aligned best practices to engage women.

The OUN DEI Team also recommended that this effort consider non-binary, gender non-conforming, and two-spirited individuals.

### **For NextGen donors, OUN will spearhead the following engagement strategies:**

1. Explore with OUN the investment opportunities available to enhance the donor digital experience for this demographic (including platforms, tools, and skill sets).
2. Prepare a toolkit to help the development community identify and engage NextGen prospects in their pipeline.
3. Meet with OUN Events and Communications teams to ensure aligned best practices to engage NextGen constituents.
4. Work to implement a program at U-M in which NextGen prospects commit their intention to give in the future as a starting milestone in a mapped out track for long-term giving.

In conjunction with the mentioned efforts, we are focused on better engaging the Black and African American community and American Muslim community in giving to U-M. U-M alumna Brandi Hudson launched a bold initiative to engage African American and Black donors in giving to Michigan. In November 2019, U-M hosted a visioning session facilitated by Brandi to develop the African American Giving Initiative. The official launch was scheduled with President Schlissel in June but is now postponed due to COVID-19. In addition, Kat Walsh is working with U-M alum and founder of the American Muslim Community Foundation to launch an American Muslim Giving Circle in FY21.

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# Advancing a Safe and Respectful Fundraising Environment

In Year 3, we developed a protocol to help staff respond to unwelcome behavior. Following this, in Year 4, we gathered information from staff to design and implement trainings and other resources to further advance a safe and respectful fundraising environment. In October 2019, consultant Fran Sepler and Kat Walsh held two focus groups for development staff across campus and for Chief Development Officers. We had 60 participants ranging from early career to senior leaders representing most S/C/Us and inclusive of race, gender, and age.

The focus groups' purposes were to better understand both groups' experiences and their expectations for one another in handling uncomfortable and unwelcome situations with donors and other external constituents. Currently, the university has robust protocols and processes for reporting after an incident has occurred, but there is a need for prevention and preparation to address culture, climate, and other interactions and behaviors that may potentially lead to an incident.

### **From these conversations, we learned the following:**

#### Staff Takeaways

- Need clarity on protocols and responses to ambiguous and potentially unethical requests
- Struggle with identifying, setting, and asserting professional boundaries in response to unwanted and unwelcome interactions
- Many of the challenges between staff and donors dealt with age, gender, race, and political perspective. Many absorb a broad range of behavior, from disrespectful to harassing, to close the gift.

#### CDO Takeaways

- The majority of CDOs believe it is their duty to absorb disrespectful and abusive behavior from donors, volunteers, and faculty.
- However, they have low tolerance for poor behavior aimed at members of their team. They are interested in exploring how to respond as a University to the continuum of behavior, ranging from rude to disrespectful.

Drawing from these results, on March 9th, OUD piloted the following trainings for the development community: (1) Managing Unwelcome and Unwanted Behavior in the "Gray Zone" (70+ attendees comprised of the Gift and Records Team, University and Development Events Team, and major gift officers across the development community) and (2) Organizational Response and Remediation: The Psychology of a Workplace Complaint (20+ attendees from the Talent Management Team, DEI Team, and Finance & Administration Team). We received very positive feedback from staff

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that these trainings were useful and necessary. Pending the status of COVID-19 related restrictions, we hope to formally launch three levels of trainings in FY21.

Additionally, OUD revised existing policies and developed new guidelines. Associate Vice President Todd Baily headed a committee to review and revise existing giving policies, including our gift acceptance policy (particularly important in light of news that the MIT Media Lab accepted money from Jeffrey Epstein despite knowing he abused children). To support our remediation efforts, a subset of the OUD senior leadership team now reviews and responds to concerns about prospective or existing donors that arise in the development community (known as the Situational Response Team). OUD also created two new tags in our database - NO CONTACT ABSOLUTE and NO VISIT - to indicate individuals we do not want to contact or engage with as a University. OUD also had 100% staff completion of the university-wide Sexual Harassment and Misconduct Awareness training. Finally, OUD developed guidelines to encourage mutually respectful behavior between donors, volunteers, and U-M Community members (students, staff, and faculty).

## The David B. Hermelin Award For Fundraising Volunteer Leadership

The Stewardship team incorporated DEI learnings into the 2019 award selection process. They evaluated and updated how development community members are invited to serve on the Hermelin Award Selection Committee, as well as restructured messages to the development community regarding the nomination process and updated nomination request. Subsequent extraordinary milestones included:

- 20% of the nominations were for people of color (5 out of 25 nominations), which is the highest number of nominations for people of color ever;
- 20% of the nominations were for women (5 of 25), the second highest percentage and number for women nominees in the history of this award;
- The first time nominations for women (20% of nominations), organizations (8%), and couples (32%) together outnumbered the nominations for individual men (40%). In all previous 11 years, nominations for individual men averaged 60% of each year's total nominations; this group had always represented over 50% of total nominations until 2019.

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## Accessible Virtual Events

Due to COVID-19, the Events team switched from in-person to virtual events. In order to make virtual events more accessible, the Events team is considering all Americans with Disabilities Act (ADA) guidelines for web and online activities. Through this effort, they are striving to provide real-time captioning on Zoom video conferencing calls, webinars, and video marketing projects.

## Accessible Digital Content

The Strategic Partners in E-Communications & Solutions (SPECS) and Web and Data Integration (WD40) teams actively participate in the U-M Web Accessibility Working Group, collaborating and promoting their mission to educate individuals across campus and foster an inclusive culture for those with disabilities.

In partnership with the Office for Institutional Equity (OIE), the SPECS/WD40 teams utilize U-M's enterprise-level accessibility auditing tool (Comply). This tool checks our websites for potential accessibility issues so that accessibility can be monitored and improved. A regular audit process is currently being developed, using the Comply tool along with manual testing. As a result, our websites are increasingly improving in the percentage of Web Content Accessibility Guidelines (WCAG) accessibility tests passed; our websites pass over 90% of tests. The teams apply knowledge gained through monitoring and testing to new web development, putting accessibility front and center.

The SPECS/WD40 teams serve as OUD's accessibility evangelists, partnering with Marketing on testing and addressing accessibility challenges in the Leaders & Best Magazine PDF version; creating responsive websites for events using Cvent's 'flex' responsive templates; and updating and sharing email guidelines yearly for Annual Giving (uAG) to distribute to share with their unit partners.

## Expanding International Social Media Engagement

Over the past year, the International Giving and Engagement team, in collaboration with the Marketing team, has engaged 40,000 alumni of diverse backgrounds. Their efforts have brought more visibility to important aspects of U-M's cultural diversity including scholarships for international students and support for faculty and students doing research and/or experiential learning in global environments. To increase access to marketing materials through social media, the International Giving and Engagement team has expanded multi-platform publishing for any social media pushes. This is especially important for our constituents in China who do not have access to mainstream social media platforms such as Facebook, Twitter, and Instagram. In addition, because YouTube is not accessible in China, International Giving set up a YouKu (Chinese equivalent) account to make U-M videos available for viewing.

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# Bringing DEI To Donor Engagement Materials

The Marketing and Communications team (MarCom) has deeply integrated DEI into its processes and culture to intentionally and inclusively engage our donors and volunteers, advancing our mission to maximize private support for U-M and maintain long-lasting relationships. In summary, MarCom now implements a DEI review process into its major publications and mailings and leads our digital content accessibility work in partnership with other teams.

MarCom's visual approach has been adjusted to consider the use of illustrations and graphics rather than defaulting to photography first. Illustrations bring richness to our work and provide a flexible format that allows us to be inclusive or even abstract when appropriate. Alternative text is now included in external emails for all images, which describes the appearance and or function of a visual for the reader. With this change, our digital content is more accessible and inclusive to the needs of our users so that they can access our websites, PDF documents, and email, and give online. Our designers, newly trained in creating accessible PDFs, now produce PDFs that meet accessibility standards. MarCom sends a representative to the U-M Web Accessibility Working Group meetings to ensure that OUD is informed about the latest accessibility requirements and the steps and tools needed to comply. To meet accessibility standards, MarCom recently stopped using a previous provider and now, mainly employs our website and PDFs to distribute and display online publications.

DEI is integral to our publication process. Every year, OUD Annual Giving sends nearly one million pieces of print mail. This year, for the first time, every school, college, and unit's tailored version of each mailing has been reviewed by the DEI Business Operations & Systems working group (BOS). This committee of colleagues thoughtfully assesses each piece through a DEI lens, providing constructive feedback as well as suggestions for future efforts. Additionally, this review process enables our Annual Giving team to share learnings with campus partners, amplifying DEI principles across U-M in a way that was not possible before. Finally, for the past two Leaders & Best publications, MarCom has included an initial DEI review of proposed stories. Intentionally incorporating DEI early on in the process allows for a greater degree of inclusion so that featured stories – from the interview and writing process to the full story line up review and the final design – benefit from diverse perspectives. In its final revision phase, the BOS Committee reviews the Leaders & Best publication for edits and suggestions; from beginning to end, this process enhances our abilities to align the publication's final content with our DEI values.



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## ODU Culture Roadmap and Plan

Talent Management drafted the ODU culture roadmap and plan in order to build a culture characterized by high levels of employee engagement and aligned with the principles of positive organizational scholarship and our commitment to DEI. Of the roadmap's five goals, the following three are related to DEI: Increase diversity among our staff; actively build equity by challenging and responding to unlawful bias, harassment, and discrimination among or between staff; pursue deliberate efforts to ensure inclusion, where differences are welcomed and different perspectives are respectfully heard, fostering a sense of belonging for all. At the manager-, team-, and director- levels, action plans will be drafted in FY21 to enhance employee engagement with these goals central in this effort.

## Partner Best Practice For DART Entry

The ODU Women's Philanthropy Committee led the charge on DART best practices to ensure that our reporting accurately captures our engagement of women and that we are making progress to better engage women. Engagement scores for female donors in managed portfolios are less than half that of their male counterparts. In order to accurately understand how our community is doing in engaging women donors, we need a cohesive approach to how engagement data is entered into DART. Through use of the newly released best practices, colleagues can act on the recommendation to include partners as participants in visits and plans when they are truly involved.

## Contemporary Name Change For Constituents

Development Services and Strategic Solutions (DS3) partnered with Information Technology Services to recently do a soft launch of the contemporary name format. The new name format, Contemporary Name, breaks away from the traditional Mr. and Mrs. format and addresses both individuals in the relationship while putting the record holder first. Many women and men in opposite gender partnerships expressed frustration with the practice of replacing women's first names with their husbands'. This shift supports our DEI efforts, ensuring that constituents will be addressed in the way that accurately reflects their affinity and identity background and personal preferences.

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# Collaborative Learning Among Business Resource Groups

In recent years, business resource groups have formed at OUD to advance our collaborative work through focusing on a specific community or business need. The DEI team gathers the leaders of staff-led groups to foster collaboration and best practice-sharing among one another: the Early Career Professionals Committee (ECPC), the Employee Engagement Committee (EEC), and the Development Professionals of Color (DPOC), formerly the Affinity Group; each group is open to all employees who support its mission. These committees are vital to enriching and strengthening our organizational culture so that all members of our community feel seen, heard, and belonging.

- **EARLY CAREER PROFESSIONALS COMMITTEE (ECPC):** Since the formation of the ECPC in February 2019, this group has grown into a community of 60 engaged, emerging leaders holding diverse roles across the development community. They formed 4 leadership subgroups and held 11 meetings and events, including a learning workshop with the Sanger Leadership Center on the Michigan Model of Leadership. This event brought in more than 40 participants. They have also designed and rolled out a website, an internal newsletter, and are working on creating a menu of events and opportunities for FY21.
- **EMPLOYEE ENGAGEMENT COMMITTEE (EEC):** This year, the Employee Engagement Committee, formerly known as the OUD Spirit Committee, initiated a name change to reflect their commitment to promoting culture in the workplace. As part of their efforts to restructure and revitalize the committee, they developed new strategic pillars, one of which is their commitment to DEI. This begins at the volunteer level, where they invited staff from the Business Engagement Center and Michigan Medicine – with whom they have partnered with for past events – to join the committee and participate in the planning. They also brainstormed new staff events and charitable drives that reflect the diverse interests and talents of their volunteers and the community they serve. In addition, they considered changes to “fan favorite” events, such as the Hot Cocoa Cart and the Day of Service, in order to accommodate staff with diverse schedules, family lives, dietary needs, and abilities.
- **DEVELOPMENT PROFESSIONALS OF COLOR (DPOC):** The Development Professionals of Color (DPOC) is an affinity group composed of campus-wide staff of any race/ethnicity from the development community. DPOC’s mission is to foster a community for staff of color in development and, together with allies, advance a racially equitable environment that values the contributions and potential of all its members. Over the last year, DPOC has grown to 27 members. DPOC conducts its work through three committees: community, education, and advocacy. Informed by the Race Forward training, the group developed a framework for its strategic planning using a racial equity lens. DPOC aims to advance and center racial equity and inclusion within the development community, including its policies, practices, and culture.

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# Promoting Diversity In Hiring And Recruitment

OUR Talent Management has piloted and continued implementing processes and programming to further our DEI goals in recruitment and hiring. We piloted a new search committee concept on select searches to reduce unconscious bias. We use Tap Recruit software, an augmented writing platform, to help us attract stronger and more diverse candidate pools. In order to ensure an equitable hiring process, first round interviews for all candidates – including local candidates – are conducted via phone; each interviewee (beginning with front-line fundraiser and senior level searches) receives a candidate prospectus, providing level-setting information for all candidates; new processes and expectations are being introduced into the hiring process, supporting broader outreach to diversify applicant pools for all searches, particularly as to underrepresented minority (URM) applicants. We are also part-way through a redesign of our recruitment and hiring practices. One of the benefits of this redesign is to create a sustainable team structure that can advance the prioritization of proactive sourcing of candidates for a more diverse talent pipeline into development.

## Section III

Data and  
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Key Findings



## Year 4 Key Findings

Below are key findings from our Year 4 data collection and analysis. See Appendix B for findings from our initial planning year, Year 1, Year 2, and Year 3.

### **Advancing a Safe and Respectful Fundraising Environment Focus Groups: October 2019**

In October 2019, consultant Fran Sepler and Kat Walsh held two focus groups for development staff across campus and for Chief Development Officers. We had 60 participants ranging from early career to senior leaders representing most S/C/Us and inclusive of race, gender, and age.

The focus groups' purposes were to better understand both groups' experiences and their expectations for one another in handling uncomfortable and unwelcome situations with donors and other external constituents. Currently, the university has robust protocols and processes for reporting after an incident has occurred, but there is a need for prevention and preparation to address culture, climate, and other interactions and behaviors that may potentially lead to an incident.

**From these conversations, we learned the following:**

#### **STAFF TAKEAWAYS**

- Need clarity on protocols and responses to ambiguous and potentially unethical requests
- Struggle with identifying, setting, and asserting professional boundaries in response to unwanted and unwelcome interactions
- Many of the challenges between staff and donors dealt with age, gender, race, and political perspective. Many absorb a broad range of behavior, from disrespectful to harassing, to close the gift.

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### Data and Analysis

#### Key Findings

#### CDO TAKEAWAYS

- The majority of CDOs believe it is their duty to absorb disrespectful and abusive behavior from donors, volunteers, and faculty.
- However, they have low tolerance for poor behavior aimed at members of their team. They are interested in exploring how to respond as a University to the continuum of behavior, ranging from rude to disrespectful.

Drawing from these results, on March 9th, OUD piloted the following trainings for the development community: (1) Managing Unwelcome and Unwanted Behavior in the “Gray Zone” (70+ attendees comprised of the Gift and Records Team, University and Development Events Team, and major gift officers across the development community) and (2) Organizational Response and Remediation: The Psychology of a Workplace Complaint (20+ attendees from the Talent Management Team, DEI Team, and Finance & Administration Team). We received very positive feedback from staff that these trainings were useful and necessary. Pending the status of COVID-19 related restrictions, we hope to formally launch three levels of trainings in FY21.

## Higher Education Fundraising Collaborative: October 2019

OUD invited colleagues from 20 global peer institutions to join us in Ann Arbor for a day-long working session to plan the next phase of our work for FY20-21 to advance a safe and respectful fundraising environment.

Progress on a universal training curriculum and data collection efforts have been delayed as we postponed our April 2020 meeting to FY21.

*Partnering Institutions:* Boston College, Boston University, Caltech, Dartmouth College, Georgetown University, Indiana University Foundation, Michigan State University, Northwestern University, Ohio State University, Ohio Wesleyan University, Pennsylvania State University, Rutgers University Foundation, University of California Irvine, University of Cambridge, University of Florida, University of Kansas, University of Michigan, University of Notre Dame, University of Oregon Foundation, University of Texas, Washington University in St. Louis

## Section III

### Data and Analysis

#### Key Findings

#### KEY TAKEAWAYS:

- The collaborative identified and discussed the work needed to occur over the next year, including developing a universal training curriculum. Action teams for FY21 are: 1. Data Collection, Assessment, & Reporting; 2. Organizational Response & Remediation; 3. Organizational Culture; and 4. Training
- Case studies, best practices, and discussion shaped next steps as action teams went on to work in their respective teams remotely and outside of annual meetings.
- Added structure was mutually agreed upon to sustain the HEFC including agreement on new members practice and on cost-sharing (\$500 annual institutional member fee).

## Gallup Survey and Gallup Pulse Surveys: February 2020 to June 2020

Talent Management conducted the Gallup survey in November 2019 followed by a series of Gallup Pulse surveys during COVID-19 remote work to measure staff engagement at work. Gallup's definition of engagement refers to how committed an employee is to their organization, role, manager, and coworkers. Engagement drives performance.

Talent Management has been administering Gallup Pulse surveys every three weeks as of April 13th, assessing employee engagement in order to be responsive to potential shifts in staff engagement during this challenging time. These periodic surveys will continue to inform organization-wide and team-specific action planning so they remain relevant and informed by real-time staff experiences and attitudes.

#### KEY TAKEAWAYS:

- The findings reinforce the value and need for DEI work done across OUD as the results showed racial disparity among OUD in average engagement scores overall and for responses to specific questions.
  - Regarding the DEI values-related questions: on average, OUD employees largely agreed that they felt treated with respect at work and that if respondents were to raise a concern about ethics and integrity, the organization would do the right thing.
  - On average, people of color, those age 30 years or younger, and those with more than a year of experience at OUD have lower engagement average scores.

## Section III

### Data and Analysis

#### Key Findings

- On average, self-identified people of color respondents report lower levels of engagement than their White counterparts.
- On average, respondents who self-identified as people of color agreed to a lesser degree than their White counterparts that the organization treats all employees fairly regardless of identity differences and appreciates diverse opinions and ideas.
- The results are an average score for a specified group, meaning that the data does not confirm or generalize that all individuals in a group share the same engagement experience or level; there is variation in the experiences of each subgroup. For example, not all people of color experience lower levels of engagement than all White counterparts; and feedback received demonstrated this as well.
- Due to statistical limitations, the Gallup survey results for staff of color cannot be disaggregated further to bring light to the different averaged engagement levels among subsets of people of color by race and ethnicity.
- At the January 2020 OUD All Staff Breakfast, Talent Management collected input from OUD staff regarding their reactions and suggestions for building a more positive, inclusive, and welcoming culture.
  - In order of most frequently referenced as a concern, staff believe that the following are important to address as an organization: communication (91 individuals), collaboration (26), growth opportunities/compensation (25), employee engagement/retention (24), and DEI (14).
  - In order of most frequently referenced as a root cause of the Gallup results on staff engagement, staff cited organizational/leadership structure (13 individuals), risk-aversion (8), lack of accountability (7), communication (6), and physical space (6).
- In the Pulse surveys, staff overwhelmingly agreed that they feel empowered to make choices to meet their needs, and they have confidence in leadership and their communications related to COVID-19. These results were not disaggregated by any specific demographic identity.
- In the second Gallup Pulse survey conducted in early May, colleagues' responses, on average, reflected those from the first Pulse survey with less than 1 percent change for each question. In the written response sections, colleagues' top concerns were employment/financial security and stability, workload prioritization and productivity, and the need for transparent communications as COVID-19-related disruptions and impact continue to be felt.

The survey results continue to inform Talent Management's DEI work at large, as they guide team-level and organizational-level planning to enhance employee engagement. Across OUD, Talent Management will gather input around organization-wide opportunities and facilitate the creation of an action plan at the Leadership team, Directors team, and

## **Section III**

### Data and Analysis

#### **Key Findings**

manager levels. The Leadership team is working to address recommended changes. At the team-level, Talent Management will help develop action plans for team-level changes and consider cross-team interventions and improvements. The Gallup survey results, as well as staff input and feedback, continue to shape the drafted OUD culture roadmap and culture planning process.



## Section IV

### Strategic Objectives, Measures of Success and Action Plans

#### Introduction



The Diversity, Equity and Inclusion plan of the Office of University Development (OUD) covers staff, student staff, donors, and volunteers. The strategic objectives established to further OUD's goals of diversity, equity, and inclusion track the four domains determined by the university. Each of these strategic objectives is accompanied by success measures that will be tracked over time, as well as by descriptions of single- and multiple-year actions we will take to accomplish those objectives. Please note that, for OUD, the constituencies identified are Staff (including student staff); Donors; Faculty; and Volunteers.

The scope of this plan requires a high level of effort and resources; we may need to adjust priorities and timelines depending on resource availability. **All newly-developed strategies and protocols will be reviewed by the Office of General Counsel.**

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

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### Introduction

# Domain 1 Action Item Progress (Completed and Ongoing) from FY17-FY20: Recruitment, Retention, and Development

The items below represent the progress made on strategic objectives in the first four years of the DEI Strategic Plan. These items are completed and ongoing.

- Increase the diversity of OUD staff, particularly at the leadership level, and support the expansion of the under-represented candidate pool for positions across the development community
  - ✓ Define and measure diversity within OUD and across the development community
  - ✓ Communicate definition of diversity to university leaders
  - ✓ Survey OUD on culture and climate issues, including voluntary demographic information
  - ✓ Develop and adapt sourcing, interviewing and hiring process to mitigate bias and review with internal affinity groups
  - ✓ Track OUD URM hiring, career-building moves and retention, and report out to leadership
- Improve retention rate of under-represented individuals across the U-M development community
  - ✓ Develop talent management dashboard to measure diversity within OUD and across the development community
  - ✓ Adapt organizational response and remediation around incidents of unlawful racial, gender, sexual orientation bias and beyond
  - ✓ Integrate DEI with principles of positive organizational scholarship
- Help staff grow in their existing positions and establish transparent guiding principles to help them advance as appropriate
  - ✓ Conduct baseline assessment of culture, demographics, and intercultural competence and related issues
  - ✓ Assess current policies, communication practices, and gaps (e.g., performance appraisals, policies on promotion)
  - ✓ Implement career development and retention programs including Learning about Development series, Mentoring program and career development resources
- Dedicate a director-level staff position to lead strategic implementation of DEI initiatives
  - ✓ Create and hire for DEI-related positions: Director of DEI Initiatives, Major Gift Officer, Program Coordinator
- Increase diverse pipeline of entry-level professionals who are trained to enter the development field and inclined to do so at U-M
  - ✓ Stable funding model for the Development Summer Internship Program
  - ✓ Reimagine staff position and hire staff to develop and implement new talent pipeline programs.

# DOMAIN 1: RECRUITMENT, RETENTION, AND DEVELOPMENT

Explanation of Domain: This domain addresses the complete cycle of employment at OUD, including posted job duties and descriptions, recruitment and searches, applicant/candidate pools (with perhaps special attention focused on final round pools), interviewing, hiring, professional development, retention and promotion/advancement, dismissal/layoff if applicable, and ultimate departure/exit interview. This domain also addresses OUD's solicitation of prospects, retention of donors and development of donor relationships over time.

	Success Measures	2020	2021
<p><b>Constituency:</b> Staff (including Student Staff)</p> <p><b>Primary (Additional) Domains:</b> Diversity (Equity)</p> <p><b>Objectives:</b> Increase the diversity of the OUD staff, particularly at the leadership level (director and above), and support of the expansion of the under-represented candidate pool for positions across the U-M development community</p>	<p>Clear definition of diversity shared across U-M development community</p> <p>Increased percentage of OUD staff from currently under-represented (UR) groups being promoted</p> <p>Increased percentage of OUD staff roles filled by qualified people from currently under-represented groups</p> <p>Salaries are increasingly competitive with those of campus units and larger market</p> <p>For market titles with government-mandated affirmative action goals, continue to source in creative ways to increase visibility of job postings and diversity of candidate pools, as we work to meet those goals</p>	<p>RHR staff completes racial equity training</p> <p>Develop and adapt sourcing, interviewing and hiring process to mitigate bias and review with internal affinity for additional ideas (TM)</p> <p>Continue to implement, review, and improve strategies from previous FYs (TM)</p> <p>Track OUD URM hiring, career-building moves and retention. Share with leadership. (TM)</p>	<p>Pilot adapted interviewing and hiring process</p> <p>Continue to implement, review, and improve strategies from previous FYs</p>
<p><b>Constituency:</b> Staff (including Student Staff)</p> <p><b>Primary (Additional) Domains:</b> Equity (Diversity)</p> <p><b>Objectives:</b> Influence increased retention, particularly of under-represented (UR) individuals, across the U-M development community</p>	<p>Understand baseline representation through data collection</p> <p>Increased percentage of UR staff retention and promotion</p>	<p>RHR staff completes racial equity training</p> <p>Adapt organizational response and remediation around incidents of racial, gender, sexual orientation bias and beyond</p> <p>Integrate DEI with principles of positive organizational scholarship</p> <p>Continue to implement, review, and improve strategies (TM)</p>	<p>Execute organizational response and remediation strategies around incidents of racial, gender, sexual orientation bias and beyond</p> <p>Integrate DEI with principles of positive organizational scholarship</p> <p>Continue to implement, review, and improve strategies</p>
<p><b>Constituency:</b> Staff (including Student Staff)</p> <p><b>Primary (Additional) Domains:</b> Equity (Diversity, Inclusion)</p> <p><b>Objectives:</b> Help staff grow in their existing positions and establish transparent guiding principles to help them advance as appropriate</p>	<p>Clear, open guiding principles that respect privacy and encourage transparency established for promotions and salary increases</p> <p>Staff demonstrably aware of those guiding principles</p> <p>Career advancement discussion a standard part of performance appraisals</p> <p>Managers have and know how to use tools to advance their staff</p> <p>A diverse and inclusive committee within OUD helps to create and provide regular consultation on these principles</p>	<p>Implement career development and retention programs as identified in FY19 work including Learning about Development series, Mentoring program and career development resources (TM)</p> <p>Assess merit and advancement culture for conscious and unconscious bias and assumptions</p> <p>Continue to implement, review, and improve strategies and business practices</p>	<p>Roll out variety of career advancement tools and programs, both extensive self-directed and instructor-led (accessible to all regardless of location)</p> <p>Craft systematic solutions to address inequities in merit and advancement culture</p> <p>Continue to implement, review, and improve strategies and business practices</p>

## DOMAIN 1: RECRUITMENT, RETENTION, AND DEVELOPMENT (Continued)

Explanation of Domain: This domain addresses the complete cycle of employment at OUD, including posted job duties and descriptions, recruitment and searches, applicant/candidate pools (with perhaps special attention focused on final round pools), interviewing, hiring, professional development, retention and promotion/advancement, dismissal/layoff if applicable, and ultimate departure/exit interview. This domain also addresses OUD's solicitation of prospects, retention of donors and development of donor relationships over time.

	Success Measures	2020	2021
<p><b>Constituency:</b> Staff (including Student Staff)</p> <p><b>Primary (Additional) Domains:</b> Diversity (Equity, Inclusion)</p> <p><b>Objectives:</b> Identify and secure staffing and funding structure needed to execute DEI strategic plan, fundraise for DEI initiatives, and advance a safe and respectful fundraising environment</p>	<p>Secure funding for DEI and Sexual Misconduct/Harassment Prevention staffing needs</p> <p>Hire staff</p>	<p>Acquire approval and funding for staff positions</p> <p>Hire staff</p>	<p>DEI staff continue implementation of DEI initiatives</p> <p>DEI lead finalizes strategic plan for 2022-2026</p>
<p><b>Constituency:</b> Staff (including Student Staff)</p> <p><b>Primary (Additional) Domains:</b> Diversity (Equity, Inclusion)</p> <p><b>Objectives:</b> Increase diverse pipeline of entry-level professionals who are trained to enter the development field and inclined to do so at U-M</p>	<p>Broaden talent pools for entry-level positions beyond D-SIP and Telefund</p> <p>Identify additional pipeline opportunities to diversify staff</p>	<p>Identify strategies to expand and diversify pipeline of talent (TM)</p>	<p>Continue to implement, review, and improve strategies</p>

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## Domain 2 Action Item Progress (Completed and Ongoing) from FY17-FY20: Education and Scholarship

The items below represent the progress made on strategic objectives in the first four years of the DEI Strategic Plan. These items are completed and ongoing.

- Align OUD's cultural norms and practices with the value of diversity, equity, and inclusion
  - ✓ Conduct Intercultural Development Inventory (IDI) baseline assessment of staff (completing the IDI assessment is voluntary; training sessions are required)
  - ✓ Provide OUD teams with tools to incorporate DEI values into their goal setting processes
  - ✓ Incorporate DEI principles into performance appraisal process
  - ✓ Use IDI results to strengthen and develop new and targeted trainings on intercultural mindsets and skill sets.
  - ✓ Adapt organizational response and remediation around incidents of unlawful racial, gender, sexual orientation bias and beyond
- Provide all staff and leaders the opportunity to develop intercultural knowledge, skills, and mindset, including development departments of other SCUs
  - ✓ Conduct IDI baseline assessment of staff (IDI assessment voluntary; training sessions required)
  - ✓ Use IDI results to strengthen and develop new and targeted trainings on intercultural mindsets and skill sets.
- Development constituents, including staff, faculty, and volunteers have clear expectations around respectful behavior toward one another, and staff are aware of and educated on available resources if they are subjected to discrimination or inappropriate behavior
  - ✓ Host focus groups for U-M frontline staff to gather stories (to inform training and case studies) and qualitatively assess climate and need.
- 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.
  - ✓ Support unit-level participation in mandatory training.

## DOMAIN 2: EDUCATION AND SCHOLARSHIP

Explanation of Domain: This domain addresses internal trainings—including but not limited to those intended to address/resolve DEI issues—and related open forums at OUD.

	Success Measures	2020	2021
<p><b>Constituency:</b> Staff (including Student Staff)</p> <p><b>Primary (Additional) Domains:</b> Inclusion</p> <p><b>Objectives:</b> Align OUD's cultural norms and practices with the values of diversity, equity, and inclusion</p>	<p>Measurable growth of individual and organization-wide development on IDI** assessments</p>	<p>Adapt organizational response and remediation around incidents of racial, gender, sexual orientation bias and beyond (Kat)</p> <p>Assess trainings and articulate training plan based on IDI results.</p> <p>Integrate DEI values into OUD's Culture Roadmap/Plan</p>	<p>Execute organizational response and remediation strategy around incidents of racial, gender, sexual orientation bias and beyond</p>
<p><b>Constituency:</b> Staff (including Student Staff)</p> <p><b>Primary (Additional) Domains:</b> Equity (Inclusion, Diversity)</p> <p><b>Objectives:</b> Provide all staff and leaders the opportunity to develop intercultural knowledge, skills, and mindset, including development departments of other SCUs</p>	<p>OUD staff take IDI assessment and receive guidance on individual development plan</p> <p>Ongoing opportunities and events for learning and development around DEI</p> <p>Intercultural competence is incorporated into new hire orientation and all existing trainings</p>	<p>Conduct IDI assessment to determine progress</p> <p>Assess trainings and articulate training plan based on IDI results</p>	<p>Continue to implement, review, and improve strategies</p> <p>Roll out new and/or adapted DEI tools and trainings, both extensive self-directed and instructor-led</p>
<p><b>Constituency:</b> Staff, Student Staff, Donors and Volunteers</p> <p><b>Primary (Additional) Domains:</b> Inclusion (Equity)</p> <p><b>Objectives:</b> Development constituents, including staff, faculty, and volunteers have clear expectations around respectful behavior toward one another, and staff are aware of and educated on available resources if they are subjected to discrimination or inappropriate behavior</p>	<p>OUD clearly communicates university policies and resources for conflict resolution and for addressing discrimination or harassment among staff, donors, students and volunteers</p> <p>Staff is aware of policies and resources, and feels empowered to use them when appropriate</p> <p>Volunteers behave appropriately toward development staff</p>	<p>Host focus groups for U-M frontline staff to (1) gather stories (to inform training and case studies) and (2) qualitatively assess climate and need.</p> <p>In partnership with consultant and peer institutions, develop universal curriculum around sexual misconduct and harassment prevention</p>	<p>Pilot universal curriculum for U-M development community</p> <p>Continue to implement, review, and improve policies and practices</p>
<p><b>Constituency:</b> Staff, Student Staff, Donors and Volunteers</p> <p><b>Primary (Additional) Domains:</b> Inclusion (Equity)</p> <p><b>Objectives:</b> Educate our community on sexual and gender-based misconduct prevention in an effort to promote a safe and supportive environment for all members to work, learn, and thrive.</p>	<p>All OUD staff, including temporary and student, take mandatory training</p>	<p>Support unit-level participation in mandatory training.</p>	<p>Continue to implement, review, and improve policies and practices</p> <p>Support central efforts to educate faculty, staff, and students on the forthcoming University of Michigan Policy on Sexual and Gender-Based Misconduct prevention ("umbrella policy").</p> <p>Develop and socialize unit-specific value statements that align and reinforce the forthcoming university level values that promote culture and climate change consistent with both the Diversity, Equity &amp; Inclusion, and Sexual and Gender-Based Misconduct Prevention work that is already underway.</p>

## DOMAIN 2: EDUCATION AND SCHOLARSHIP (Continued)

Explanation of Domain: This domain addresses the complete cycle of employment at OUD, including posted job duties and descriptions, recruitment and searches, applicant/candidate pools (with perhaps special attention focused on final round pools), interviewing, hiring, professional development, retention and promotion/advancement, dismissal/layoff if applicable, and ultimate departure/exit interview. This domain also addresses OUD's solicitation of prospects, retention of donors and development of donor relationships over time.

	Success Measures	2020	2021
<p><b>Constituency:</b> Staff (including Student Staff)</p> <p><b>Primary (Additional) Domains:</b> Inclusion (Equity)</p> <p><b>Objectives:</b> Develop higher levels of intercultural competence among all staff around relationships internal and external to the university</p>	<p>For university DEI initiatives that benefit students from under-represented populations (e.g., first-generation college students, undocumented students, students from under-represented geographic areas, etc.), help academic leaders set and achieve fundraising goals</p> <p>Measurable development of staff intercultural competence as measured by IDI</p> <p>OUD leads (#TBD) events as appropriate for U-M programs and units that, as part of their mission, speak to the concerns of under-represented individuals</p>	<p>Conduct IDI assessment to determine progress</p> <p>Facilitate community discussion and decision around data acquisition, strategy, and usage</p>	<p>Execute strategy around data acquisition and usage</p> <p>If possible, measure progress in giving from under-represented donor populations</p>

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## Domain 3 Action Item Progress (Completed and Ongoing) from FY17-FY20: Promoting an Equitable and Inclusive Community

The items below represent the progress made on strategic objectives in the first four years of the DEI Strategic Plan. These items are completed and ongoing.

- Development constituents, including staff, faculty, and volunteers have clear expectations around respectful behavior toward one another, and staff are aware of and educated on available resources if they are subjected to discrimination or inappropriate behavior
  - ✓ Develop organizational response and remediation for reported incidents with external constituents
- Make OUD a fully open and welcoming place, where a multicultural community is nurtured and where commitment to DEI is a daily and ongoing process
  - ✓ Conduct IDI baseline assessment of staff
  - ✓ Define and measure diversity in OUD
  - ✓ Communication broader definition (aligned with development profession) with university leaders
  - ✓ Incorporate DEI goals into OUD FY plan
  - ✓ Conduct IDI baseline assessment of staff
  - ✓ Hire dedicated director-level position for DEI
  - ✓ Create standing committee with broad, diverse representation from all of OUD to help plan and implement DEI initiatives
  - ✓ Articulate clear OUD values that include DEI
  - ✓ Develop strategies to ensure OUD collateral (publications, events, solicitations) align with our DEI values.
  - ✓ Ensure our digital content is accessible and inclusive to the needs of our users so that they can access our websites, pdfs and email, and give online.
- Diversify leadership (director level and above) of OUD
  - ✓ Define and measure diversity in OUD
  - ✓ Communication broader definition of diversity with university leaders
  - ✓ Evaluate existing practices around promotions and retention packages
- Gain an understanding of the demographics of our donor pool to use as a basis for the fundraising strategies in this plan
  - ✓ Refresh data as often as possible and share through U-M development community as a resource for DEI strategic decisions



## DOMAIN 3: PROMOTING AN EQUITABLE AND INCLUSIVE COMMUNITY

Explanation of Domain: This domain addresses the “climate” at OUD, as well as specific issues of equity and inclusion, such as pay scales, hiring and promotion policies, and practices and transparency around these, the freedom of staff to make observations and express opinions in the workplace that are relevant to the work of the Office and to its practice of DEI.

	Success Measures	2020	2021
<p><b>Constituency:</b> Staff, Student Staff, Donors and Volunteers</p> <p><b>Primary (Additional) Domains:</b> Equity</p> <p><b>Objectives:</b> Development constituents, including staff, faculty, and volunteers have clear expectations around respectful behavior toward one another, and staff are aware of and educated on available resources if they are subjected to discrimination or inappropriate behavior</p>	<p>OUD clearly communicates university policies and resources for conflict resolution and for addressing discrimination or harassment among staff, donors, students and volunteers</p> <p>Staff is aware of policies, resources, and staffing and feels empowered to use them when appropriate</p> <p>Volunteers behave appropriately toward development staff</p>	<p>Facilitate progress of Higher Education Fundraising Collaborative to Advance a Safe and Respectful Environment</p> <p>Develop organizational response and remediation for reported incidents with external constituents</p>	<p>Execute organizational response and remediation strategies</p>
<p><b>Constituency:</b> Department Overall Goal</p> <p><b>Primary (Additional) Domains:</b> Inclusion</p> <p><b>Objectives:</b> Make OUD a fully open and welcoming place, where a multicultural community is nurtured and where commitment to DEI is a daily and ongoing process</p>	<p>Improved diversity in hiring, retention, and promotion</p> <p>Increased job satisfaction among all staff demographics</p> <p>Development of individual and community intercultural competence as measured by IDI</p> <p>Measurable increase in feeling of inclusion among all staff, as measured by Denison Culture Survey</p> <p>Opportunities for career advancement are known and available to all</p> <p>All staff have received training in conflict resolution and “critical conversations”</p> <p>Staff members act on awareness of potential bias in personnel decisions, fundraising activities, and daily work</p> <p>Broad, diverse group of staff involved in developing and implementing DEI initiatives</p> <p>Inclusive celebrations of holidays and other events</p> <p>Reduced numbers of formal complaints about bias or lack of inclusion</p> <p>Exit interviews indicate that DEI issues are not a source of staff attrition</p> <p>Regular opportunities for staff to engage in informal social interactions, including some with component of social identity</p>	<p>Develop strategies to ensure OUD collateral (publications, events, solicitations) align with our DEI values</p> <p>Ensure our digital content is accessible and inclusive to the needs of our users so that they can access our websites, pdfs and email, and give online</p>	<p>Execute strategies to ensure OUD collateral (publications, events, solicitations) align with our DEI values</p> <p>Ensure our digital content is accessible and inclusive to the needs of our users so that they can access our websites, pdfs, and email, and give online</p>

## DOMAIN 3: PROMOTING AN EQUITABLE AND INCLUSIVE COMMUNITY (Continued)

Explanation of Domain: This domain addresses the “climate” at OUD, as well as specific issues of equity and inclusion, such as pay scales, hiring and promotion policies, and practices and transparency around these, the freedom of staff to make observations and express opinions in the workplace that are relevant to the work of the Office and to its practice of DEI.

	Success Measures	2020	2021
<p><b>Constituency:</b> Staff (including Student Staff)</p> <p><b>Primary (Additional) Domains:</b> Equity</p> <p><b>Objectives:</b> Diversify leadership (director level and above) of OUD</p>	<p>Ensure that OUD promotions and retention packages are equitable for all (i.e., no distinctions between well-represented and under-represented groups)</p> <p>Ensure that all staff have equitable opportunities to participate in professional development activities</p> <p>Ensure that all staff have equal access to and expectations to participate in DEI trainings, work groups, and committees</p>	<p>Measure if promotion and turnover of under-represented staff is in parity with majority staff</p>	<p>Continue to implement, review, and improve strategies</p>
<p><b>Constituency:</b> Staff (including Student Staff)</p> <p><b>Primary (Additional) Domains:</b> Equity</p> <p><b>Objectives:</b> Ensure compensation is equitable across genders and social identities and fair across job families; make progress toward compatibility with pay scales in SCUs and external markets</p>	<p>Data demonstrating equity of pay within fair compensation practices that balance needs for transparency and confidentiality</p>	<p>Develop compensation philosophy</p> <p>Assess merit and advancement culture for conscious and unconscious bias and assumptions</p>	<p>Craft systematic solutions to address inequities in merit and advancement culture</p>
<p><b>Constituency:</b> Donors and Volunteers</p> <p><b>Primary (Additional) Domains:</b> Diversity (Equity, Inclusion)</p> <p><b>Objectives:</b> Gain an understanding of the demographics of our donor pool to use as a basis for the fundraising strategies in this plan</p>	<p>Leverage existing surveys and tools (e.g., Sales Force, etc.) to capture demographic information</p>	<p>Refresh data as often as possible and share through U-M development community as a resource for DEI strategic decisions</p>	<p>Review, refresh, and analyze data as often as possible and share through U-M development community as a resource for DEI strategic decisions</p>
<p><b>Constituency:</b> Staff, Student Staff, Donors, and Volunteers</p> <p><b>Primary (Additional) Domains:</b> Diversity (Inclusion)</p> <p><b>Objectives:</b> Create experiences that engage and celebrate a fully inclusive prospect/donor pool that reflects the larger University community in alignment with OUD’s fundraising efforts.</p>	<p>Increased overall giving, average gift size, and numbers of donors among groups that are currently under-represented in the alumni donor pool</p> <p>Increased diversity of fundraising volunteer committees</p> <p>Increased diversity of attendees at fundraising events</p>	<p>Implement strategies to engage more diverse groups at events</p> <p>Implement and test strategies to encourage culturally diverse groups to give</p>	<p>Continue to implement, review, and improve strategies</p>

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## Domain 4 Action Item Progress (Completed and Ongoing) from FY17-FY20: Service

The items below represent the progress made on strategic objectives in the first four years of the DEI Strategic Plan. These items are completed and ongoing.

- Understand the demographics of our donor pool to use as a basis for the fundraising initiatives in this plan
  - ✓ Inventory OUD training and education offerings to SCU development teams
  - ✓ Add DEI component to at least one major training program Diversify leadership (director level and above) of OUD
  - ✓ Facilitate community discussions around data acquisition, strategy, and usage
- For university-wide and unit-based DEI initiatives in support of students or other constituencies for which OUD provides fundraising support (e.g., Wolverine Pathways), help set and achieve fundraising goals
  - ✓ Consistently promote and educate the development community about university-wide DEI fundraising opportunities
  - ✓ Launch U-M's first DEI Leadership Council

## DOMAIN 4: SERVICE

Explanation of Domain: This domain addresses OUD services to prospects, donors, job candidates, staff, student interns, and volunteers.

	Success Measures	2020	2021
<p><b>Constituency:</b> OUD Overall Goal</p> <p><b>Primary (Additional) Domains:</b> Diversity (Equity, Inclusion)</p> <p><b>Objectives:</b> Understand the demographics of our donor pool to use as a basis for the fundraising initiatives in this plan</p>	<p>DEI components (reviewed by U-M General Counsel's office) added to current training provided by OUD (e.g., gift officer curriculum, Leadership Blue)</p> <p>OUD makes DEI-specific training available to SCUs</p> <p>OUD surveys SCU development teams on their needs for successful DEI measures</p> <p>OUD identifies and starts implementing best practices for engaging with under-represented populations</p>	<p>Facilitate community discussions around data acquisition, strategy, and usage</p> <p>Educate gift officers on history and diversity of student experiences of under-represented communities at Michigan</p>	<p>Execute strategies around data acquisition and usage</p>
<p><b>Constituency:</b> Faculty</p> <p><b>Primary (Additional) Domains:</b> Diversity (Equity, Inclusion)</p> <p><b>Objectives:</b> Identify and support faculty diversity engagement in philanthropy, and support faculty research and teaching on DEI subjects</p>	<p>Continue to identify grant support to diversify faculty</p> <p>Continue to identify grant support for faculty DEI projects</p> <p>Increase diversity of faculty who participate in fundraising events as speakers and U-M representatives</p> <p>Continue to expand engagement of international faculty in fundraising efforts domestic and international</p> <p>Create opportunities for international collaboration among all faculty</p> <p>Continue to encourage and support interdisciplinary faculty projects of all kinds</p>	<p>Continue to implement, review, and improve strategies</p>	<p>Continue to implement, review, and improve strategies</p>
<p><b>Constituency:</b> Staff (including Student Staff)</p> <p><b>Primary (Additional) Domains:</b> Diversity</p> <p><b>Objectives:</b> For university-wide and unit-based DEI initiatives in support of students or other constituencies for which OUD provides fundraising support (e.g., Wolverine Pathways), help set and achieve fundraising goals</p>	<p>Set and reach fundraising goals for university-wide DEI initiatives</p> <p>For university initiatives that benefit students from under-represented populations (e.g., first-generation college students, undocumented students, students from under-represented geographic areas, etc.), help set and achieve fundraising goals</p> <p>DEI incorporated into all development community trainings and programs</p>	<p>Launch U-M's first DEI Leadership Council</p> <p>Define appropriate fundraising metrics for DEI</p>	<p>Continue to implement, review, and improve strategies</p>
<p><b>Constituency:</b> Staff (including Student Staff)</p> <p><b>Primary (Additional) Domains:</b> Diversity (Equity)</p> <p><b>Objectives:</b> Support DEI recruitment and retention initiatives in SCUs</p>	<p>Increased number of joint employment outreach activities with SCUs</p> <p>New venues for recruitment of staff identified and shared with SCU HR and development staff</p>	<p>Continue to implement, assess, and improve collective development community recruitment and retention strategies</p>	<p>Continue to implement, assess, and improve collective development community recruitment and retention strategies</p>

## DOMAIN 4: SERVICE (Continued)

Explanation of Domain: This domain addresses OUD services to prospects, donors, job candidates, staff, student interns, and volunteers.

	Success Measures	2020	2021
<p><b>Constituency:</b> Staff (including Student Staff)</p> <p><b>Primary (Additional) Domains:</b> Inclusion (Diversity, Equity)</p> <p><b>Objectives:</b> Development staff are aware of and promote fundraising initiatives in support of DEI</p>	<p>Staff share learnings/successes for DEI fundraising efforts (w/donors, volunteers, colleagues, etc.)</p> <p>Internal communications (e.g., Development Council, CDO meetings) identify and track DEI fundraising opportunities</p>	Continue to implement, review, and improve strategies	Continue to implement, review, and improve strategies

## Section V

Goal-related  
Metrics: School,  
college or unit  
measures  
tracked  
over time



Among other measures, these will be the top metrics that OUD uses to track the success of these initiatives.

### Ultimate Local Measures

**Diversity:** Makeup of OUD leadership, support staff, interns, and volunteers. Internal, SCU and university data. Makeup of OUD donor/prospect pool, diversity of their giving, and diversity of events attracting donors. OUD donor survey results. Numbers of DEI trainings given; number of forums held; forum attendance and feedback; lockbox feedback; any official complaints lodged.

**Equity:** Establishment of system (using internal surveys and data, university data and SCU data as appropriate) that will track staff throughout their OUD careers; this will help make hiring, promotion and compensation business practices more transparent and ultimately make the hiring, promotion, and compensation processes more equitable. Numbers of DEI trainings given; number of inclusive forums held; forum attendance and feedback; lockbox feedback; any official complaints lodged.

**Inclusion:** Surveys and feedback on OUD “climate” measures, which may include: clarity of individuals’ roles and responsibilities; appropriate resources; opportunities for challenge, creativity, advancement and leadership; personal sense of safety; quality of supervision and mentorship; and teamwork and interpersonal relations. Numbers of DEI trainings given; number of inclusive forums held; forum attendance and feedback; lockbox feedback; any official complaints lodged. Establishment of “Bill of Rights” for staff/donor interactions and feedback through all channels, including any official complaints, on staff/donor relationships.

## Section V

Goal-related Metrics: School, college or unit measures tracked over time

### Demographic Data

Employee demographic data is pulled in November of each fiscal year. We consider individuals who self-identify as Asian/Pacific Islanders/Indian as under-represented minorities because they are under-represented in the field of fundraising. This differs from the definition used by the Office of the Provost.

Talent Management developed and launched a community dashboard to track demographic changes over time and to analyze key employee-related data (for example, employee turn-over). See sample snapshot of our Year 4 dashboard below.

- Over the past nine fiscal years (FY11-FY19), under-represented racial minorities (including multi-ethnic) have accounted for 7.7% to 17% of all OUD staff respectively. In FY20, 13% of OUD employees are under-represented racial minorities, representing a 3 percentage point decrease from FY19.
- Over the same period, employee gender ratios have ranged from 65.8% female/34.2% male to 70% female/30% male. In FY20, employee gender ratios were 69% female/31% male.

In addition to demographic and fundraising metrics, OUD will also measure our progress on the following key areas of the DEI Climate Survey (administered Year 1 and Year 5).

#### 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

## Section V

Goal-related Metrics: School, college or unit measures tracked over time

# Hiring and Recruitment:

Talent Management collects candidate demographic data on OUD-managed searches. In collaboration with University Human Resources, Talent Management tracks applicant demographic data on all job families within the Vice President for Development data field.

### In FY20 OUD-managed searches:

- On average, 32% of our candidate pool self-identified as URM
- On average, 25% of final candidates self-identified as URM
- On average, 17.5% of FY20 hires self-identified as URM

*\*The applicant pool refers to all who have applied to a specific position. The candidate pool refers to the applicants who have been invited to take part in the first step of the interview process for a specific position.*

In the DEI Strategic Plan, OUD set a goal to further diversify our workforce with a focus on racial diversity. As part of this effort, Talent Management works closely with University Human Resources to track the diversity of applicant pools.

### Note:

- These numbers, which include temporary positions, are based on a discrete number of applicants. If a candidate applied more than once, they are only counted once in the data below.
- All applicants to U-M positions are invited to self-identify demographic information. Those making decisions about applicants only receive aggregate data in the application and interview process, not individual data about candidates.
- In this report, Underrepresented Minority (URM) applicants are individuals who self-identify as one of the following: Black, Asian, Hispanic, American Indian, Hawaiian, or 2 or more ethnicities.
- FY20 data is through May 2020.

### All job families within VP Development:

Fiscal Year (FY)	Total Postings	Total Applicants	URM Applicants	% of Pool URM	Change from Last FY
FY18	72	1839	280	15.2%	1.4%
FY19	46	779	123	15.8%	0.6%
FY20	48	1381	220	15.9%	0.1%

*Please note that in the FY19 Report, the FY18 and FY19 numbers in the All Job Families Within VP Development chart differ due to two factors: the then inclusion of those who marked their race as unknown and the adoption of the broadly-used U-M definition of URM, which typically counts any race except White and Asian. In the past, it was not possible to collect aggregate data on Asian applicants; since the start of FY20, this has since changed. As mentioned, the URM definition in the FY20 report and future reports will include self-identified Asian applicants as they are underrepresented in the fundraising profession.*



## Section VI

### Plans for Supporting, Tracking and Updating the Strategic Plan

The OUD Diversity, Equity and Inclusion Implementation Lead, Kalia Vang, is the key contact for stewardship of the plan in FY21. She will be assisted in tracking and supporting the plan's implementation by the Vice President for Development Tom Baird, interim Executive Director, People and Culture Sarah Salomon, and DEI fundraising and support staff.

In addition, we will continue to leverage the OUD Working Groups, DEI Development Community Task Force, and Higher Education Fundraising Collaborative to execute the DEI strategic plan.

These groups, in partnership with OUD leadership team and directors, will be responsible for the sustainability and success of the Strategic Plan. Together, they will all conduct a review of the plan in FY21 with multiple constituencies, and they will gather and implement feedback from ongoing, regular Conversation Circles, DEI Planning Team meetings, Telefund DEI Conversations and lockbox submissions, as well as from newly implemented trainings, forums, surveys and data collection/analysis. A status report on progress will be presented to the OUD leadership and directors' teams by the end of FY21.

*\*\* The Intercultural Development Inventory, which is referenced in the Action Plan, is the premier cross-cultural assessment of intercultural competence. This assessment takes approximately 20 minutes to complete and will help us assess how effectively our organization bridges cultural similarity and difference. We will leverage the results of this assessment to adapt our existing business practices to be more inclusive and to develop and execute training modules for our staff.*





## FY16 Planning Process

### **DEI Strategic Planning Team (January – April 2016)**

Planning Team Co-Chairs:

- **Malikkh Harris**, Business Coordinator, Finance & Administration
- **\*John Lofy**, Associate Director of the Campaign

Internal Advisor around Planning Process/Group Facilitator:

- **\*Kat Walsh**, Director, Student Engagement

Liaison to University-Wide Planning Group:

- **Amy J. Lavi**, Director, Recruitment and Human Resources

Planning Team, established January 2016

- **\*Kari Becker**, Talent Management
- **\*Meg Bosse**, University and Development Events
- **\*Melissa Cox**, Development Services & Strategic Solutions/SPECS
- **\*\*Damaris Doss**, Telefund
- **\*\*Eileen Enright**, Telefund
- **Luis Escareño**, Major Gifts
- **Monica Esquivel**, Development Services & Strategic Solutions/SEI
- **Patrick Franklin**, Development Services & Strategic Solutions/MES/RIA
- **\*Joe Gagliardi**, Major Gifts
- **\*Charlie Gallmeyer**, Stewardship
- **Conor Neville**, Campaign and International Giving
- **David Van Hofwegen**, Development Services & Strategic Solutions/PDA
- **Shannon Walston**, Development Services & Strategic Solutions/SPECS
- **Erin Hall Westfall**, Talent Management, Sponsor

\* Alumna/us, University of Michigan

\*\* Current Student, University of Michigan

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## Planning Process Summary

- **Process Used to Collect Data:** Qualitative data: Direct solicitation of DEI observations and opinions from self-selected groups of OUD management, staff and student staff, conducted in safe, open and well-bounded environments. Quantitative data: from U-M Human Capital Report, from Talent Management and Finance/ Administration processes and tracking and from an exit survey report that identified themes from electronic exit surveys and also 1:1 exit interviews.
- **Sources of Data:** Be Heard Cards, Lockboxes, 8 OUD Conversation Circles, 3 DEI Planning Team Strategic Planning Meetings; 3 Telefund DEI Conversations (48 student attendees), U-M Human Capital Report, quantitative data held by OUD in connection with job applications, hiring, and internal advancement.
- **Process Used to Analyze Data:** Some data will be analyzed by outside experts (for example, Intercultural Development Inventory\*\*); internally gathered data will be assessed by qualified U-M staff within and from outside OUD.
- **Action Idea Generation Activities:** We employed tools and activities that were inclusive of different learning and participation styles. These included:
  - **Creating a brave/forward space:** The Strategic Planning Committee defined guiding principles for our work.
  - **Self Awareness/Community Building:** Members of the Strategic Planning Committee reflected on their social identities (social identity wheel from U-M Intergroup Relations) and then broke into pairs to discuss questions around their identities.
  - **Visioning:** Members of the Strategic Planning Committee individually filled out index cards describing in one to two sentences what a diverse, equitable, and inclusive environment might look like by the end of the current plan in 2021. After index cards were filled out, we posted them under the four domains and the group discussed them.
  - **Goal shaping:** The Committee broke into four groups to shape DEI objectives, metrics, and action plans, and to identify barriers in each domain. Periodically, the small groups rotated to the next domain so that every individual had an opportunity to shape each domain.
  - **Town Hall:** We hosted a town hall to collect feedback on the plan from all of our staff (51 of whom attended). They were able to review the plan in advance and provide feedback in person or electronically.

## Be Heard Cards/Lockboxes

- Be Heard Cards were distributed at Conversation Circles (see below)
- Cards could also be deposited at any time in lockboxes placed in public locations throughout OUD and marked with a DEI logo
- Cards were used for DEI suggestions on an ongoing basis, and as an alternative for those not wishing to submit potentially sensitive written material at open forums
- Cards were collected and reviewed by OUD DEI Planning Lead and Co-chairs of the Planning Team
- Feedback on Cards was entered into the same report as the Conversation Circle Summaries

## Conversation Circles

**(8 events, December 2015; open to all staff; 46 attendees out of 53 who signed up; held at Wolverine Tower)**

- OUD staff spoke freely, openly and confidentially about their experiences with and perceptions of OUD culture and practices, with particular reference to DEI
- One session for directors; one session for management team members
- Experiences and perceptions expressed via Be Heard Cards

## OUD DEI Planning Team

**(Strategic Planning Meeting, off-site, February 9, 2016)**

- Team did “forming and norming” exercises to build trust and camaraderie.
- Brainstormed around vision for OUD in five years, resulting in extensive content that could inform the creation of the OUD strategic plan.

## OUD DEI Planning Team

**(Strategic Planning Meeting, Wolverine Tower, March 1, 2016)**

- Full Team reviewed grid with DEI objectives, measures and actions over five years, FY17-FY21
- Team members identified critical objectives/actions in each domain, as well as objectives/actions that needed more work
- All of the above were further discussed and developed in small groups, one per domain, recorded, and incorporated into the next draft of the grid

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## OUN DEI Planning Team

(Strategic Planning Meeting, March 22, 2016)

- ❑ Full Team final review and approval of master OUN DEI document

## Telefund DEI Conversations:

(3 events; launched February 15, 2016; open to all Telefund participants; 48 student attendees)

## OUN Organization Feedback:

During the weeks this plan was drafted and revised, the Planning Team sought the input of OUN staff. This was done through several, varied opportunities for input that ranged from open discussion to a confidential online survey and hard-copy “Be Heard” cards. One goal was to be as inclusive as possible for staff’s variety of preferences for providing input. The primary venues for encouraging discussion and feedback included:

- ❑ Open Forum for all staff (51 attendees)
- ❑ Anonymous online survey (10 responses)
- ❑ Additional confidential 1:1 meetings with Planning Team members
- ❑ Anonymous written cards

## Summary of Engagement Activity

- Participation in all engagement activities was open to all OUN employees at all levels, including Telefund student staff.
- Engagement activities were conducted around principles of DEI, assuring not only diversity, equity and inclusion in the data collection and planning processes, but openness, transparency, mutual respect, confidentiality and awareness of culture, intercultural competence, clarification of stereotypes as opposed to generalizations, and social identities and the power and privilege attached to them.
- Engagement activities yielded raw qualitative data (staff and intern observations, experiences and ideas) on which to build actionable five-year plans for OUN staff, donors and volunteers, in each of the four domains.

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## FY17 Highlights (Year 1)

### Fundraising

- In FY17, we raised \$4,192,097 for Wolverine Pathways, HAIL Scholars, and other DEI initiatives. We have also raised \$974,167,807 toward our \$1 billion student support goal in the Victors for Michigan Campaign.
  - **International Fundraising:** Our International Giving Team has fundraised 1,850+ gifts totaling \$25.5 million from international donors. 1,750 individuals attended international events in FY17.

### Staff Commitment

- In addition to funds received from the Office of the Provost, OUD identified funding for DEI programming and a 50% FTE dedicated to executing the DEI five-year strategic plan. On December 1, 2016, Kat Walsh transitioned into a new role as director of diversity, equity, and inclusion initiatives and student engagement. In partnership with the VPEI-CDO, OUD also conducted a search for a major gift officer to fundraise for University-wide DEI initiatives (23 applications, 7 interviews, 2 finalists). OUD offered the position to Kelley Stokes (start date: August 14, 2017).

### Consultation

- In partnership with the VPEI-CDO, OUD hired a consulting firm (Educational Advisory Board) to share best practices around engaging diverse audiences as donors and volunteers. EAB presented “The Changing Face of the 21st Century Donor” to 67 staff members at a quarterly Major Gift Officer Roundtable Session.

## DEI Internal Working Group

In January 2017, OUD established an internal working group charged with executing key DEI initiatives. 28 staff members volunteered to serve. The Working Group is divided into four subcommittees:

- The Recruitment sub-committee developed recommendations for recruiting and hiring a more diverse workforce. Recommendations were presented to the Talent Management team in August 2017 for execution in the fall.
- The Training sub-committee developed DEI training recommendations, from weaving intercultural learning into existing trainings to executing stand-alone sessions like the Intercultural Development Inventory (IDI) and Unconscious Bias in Everyday Life. All managers in OUD and Michigan Medicine will participate in an IDI Group Session our new (mandatory) Manager Effectiveness Program in FY18.
- The Representation sub-committee is in the process of developing a standard practice guide to (1) mitigate unconscious bias in our publications, solicitations, digital media, and stewardship pieces and (2) ensure we include diverse voices, stories, and visuals in our publications, solicitations, digital media, and stewardship pieces.
- The Climate sub-committee drafted a protocol for how best to navigate uncomfortable situations that may occur with donors or at events. The sub-committee will gather feedback, make revisions, and seek approval for the protocol in Year 2.

## DEI Development Community Task Force

In January 2017, Associate Vice President for Development Dondi Cupp established the DEI Development Community Task force. Our 23 task force members primarily represent frontline fundraising work across the university. The task force divided into three action teams to develop recommendations to engage diverse audiences in giving to Michigan. Recommendations were presented to all Chief Development Officers for feedback in July 2017. The Action Teams are as follows:

- Fundraising and Engagement: developed strategies on how to engage diverse audiences in giving to U-M.
- Volunteer Engagement: developed strategies on how to recruit and engage diverse audiences in U-M fundraising volunteer committees.
- Workforce Development: developed strategies to recruit and retain a diverse workforce.

## Compensation and Physical Environment

In May 2017, the OUD Finance Team conducted a comprehensive review of OUD job codes by salary and compared internal unit salaries, U-M salaries, and benchmark market data. Any positions identified as below the 25th percentile were reviewed and addressed (if necessary) through the annual merit process. In addition:

- The minimum annual salary for an OUD employee was increased
- The OUD tuition policy was broadened to align with U-M policy
- An incremental \$100K annually of professional development funding was set aside for two fiscal years; employees were encouraged to take advantage of the funds
- Additional funds were set aside for work space improvements to mitigate differences across internal departments

## Training Sessions

We conducted a number of DEI training sessions throughout the FY17 (highlights below):

- Guest speaker Karen Osborne on engaging diverse audiences as donors and volunteers: 71 attendees from development community, including 50 chief development officers and senior leaders
- Educational Advisory Board presentation on “The Changing Face of the 21st Century Donor”: 67 attendees from development community
- Diversity: The Basics: 30 OUD staff members from the administrative group
- The Business Case for Diversity: 150+ staff members at the OUD All Staff Meeting
- Intercultural Development Inventory:
  - 24 staff members attended a group session (20 took the assessment, 6 requested follow-up individual coaching sessions).
  - 27 D-SIP interns took assessment, attended group session, and received follow-up individual coaching sessions (part of the Student Life IDI pilot).
- Unconscious Bias in the Everyday Life: Kat Walsh (Director of DEI Initiatives) is now certified to facilitate sessions. 22 campus leaders (through Leadership BLUE) and 26 D-SIP interns attended sessions.



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## FY18 Highlights (Year 2)

### Training

In FY18, OUD kicked off a year-long training program required of all managers in OUD and Michigan Medicine Development. Through this program, all 94 managers attended an Intercultural Awareness Session and took the Intercultural Development Inventory (IDI). Nearly 20% of these managers followed up for individual coaching. We offered this session to remaining OUD staff (nearly ~80% complete, the remainder will take the session in FY19) and select members of the broader development community. In total, 197 development community members participated and 77 followed up for individual coaching.

The Development Administrative Team participated in Change it Up and the Annual Giving team participated in Intercultural Awareness Training, both offered through Organizational Learning.

OUD incorporated DEI training/learning into three other OUD and community-wide learning programs including: Leadership BLUE (Intercultural Awareness training, IDI coaching and Intercultural Development Plan, DEI learnings/perspective embedded throughout); MGO Curriculum; and MGO Roundtables (two special sessions on DEI - one on diversifying pipeline, volunteer pools, etc; and one on DEI fundraising).

DEI Implementation Lead Kat Walsh co-facilitated Unconscious Bias Training for 97 development community members. Walsh also designed and facilitated DEI trainings for Michigan Medicine Development, Business Engagement Center, and Taubman College of Architecture and Urban Planning.

Dr. Scott E. Page, Leonid Hurwicz Collegiate Professor of Political Science, Complex Systems and Economics at LSA, presented on his book, *The Diversity Bonus*, to 400+ members of the development community (June 13, 2018).

## Structure

- OUD has a DEI Working Group focused on DEI-related issues internal to the organization.
- AVP Dondi Cupp also leads a community-wide DEI Task force for fundraising leaders across campus.

## Data Collection and Input

- Last year, ODEI recommended that OUD provide more opportunity for staff to share their input on DEI initiatives. OUD placed increased focus in Year Two on staff engagement activities/events and creating space for honest feedback regarding OUD culture, progress, and priorities. In FY18 OUD hosted the following events:
- Hosted DEI Town Hall (Dec. 2017) to provide a progress update to OUD and gather input (41 attendees).
- Hosted DEI Climate Survey Information Session (May 2018) and follow up conversation circles focused on the issues of the gender experience gap (men and women) and the experiences of people of color (45 attendees).
- Hosted Year 2 OUD DEI Working Group Kickoff to identify Year 3 priorities related to issues of equity (23 attendees).
- Provided Year 2 DEI Progress update to and gathered anonymous feedback from 180+ OUD staff at the annual all-staff meeting (June 11, 2018). In addition, we re-administered the Culture and Engagement Survey this spring. Our 2018 results showed progress on many fronts. With deeper analysis, we are now able to identify more targeted opportunities to improve our employee experience and engagement. Dan Denison, from Denison Consulting, shared our OUD-wide results at the all-staff meeting, highlighting both improvements and new opportunities for action planning.

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## Climate

- The DEI Working Group drafted an Inappropriate Interaction Management Protocol to respond to inappropriate language and/or behavior that may occur in 1:1 situations, at events, or on the phone.
- Finance and Talent Management conducted a review to identify inconsistencies with job codes, working titles, and compensation across all of OUD.

## Fundraising

- The Michigan Development community has taken significant steps to increase fundraising activity for university DEI initiatives and unit-based programs. Since August 2017, Kelley Stokes, lead DEI fundraiser, and her colleagues on the OUD major gifts team have helped secure outright and deferred commitments of \$1.8 million for a wide range of DEI programs including scholarships for first generation students and other DEI initiatives.
- The International Giving and Engagement team hosted a successful Pan Asia Reunion with alumni from 10+ countries. This year the team closed 2,500 gifts from more than 1,750 international donors (for some, a first time gift to U-M) resulting in more than \$31M for FY18.
- In addition, OUD is currently working in collaboration with Chief Development Officers in every school, college, and unit to identify their top 3-4 DEI fundraising priorities and which of the university's active gift funds serve a purpose related to DEI. Of those units that were able to identify their DEI funds prior to FY end, we identified \$11,803,803 raised for DEI initiatives in FY18. By FY19, we will be able to report out on dollars raised for all DEI-related programs and initiatives.

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## Constituent Data and Reporting

- Our Data Management Team and Prospect Development and Analytics Team analyzed constituent data to determine distribution and current gaps in gender and race/ethnicity in our donor and prospect pool.
- Since the 2016 launch of the 5-year DEI Strategic Plan, U-M schools, colleges, and units have advanced outstanding DEI initiatives and programs. As such, OUD recognizes the need to accurately report on the critical role philanthropy plays in the DEI space. In December 2018, OUD DEI collaborated the Prospect Development & Analytics (PDA), Reporting and Information Analysis (RIA), and Data Management teams to identify DEI funds and develop a production report around dollars raised for DEI-related priorities, programs and projects across campus. To date, OUD has analyzed over 20,000 active funds and worked in conjunction with CDOs from across campus to identify approximately 3,500 DEI-related funds. By FY19, we will be able to report out on dollars raised for all DEI-related programs and initiatives.

## Recruiting

- OUD hosted a graduate student intern to develop programming for those who identify as, or are allies of, multicultural advancement professionals in CASE District II (a professional organization for higher education fundraisers). OUD's engagement in this process will demonstrate U-M's commitment to DEI in higher education fundraising and, ideally, help us recruit more multicultural candidates.
- Talent Management partnered with Aspen Leadership Group to help recruit more diverse candidates to apply for development positions at U-M.
- Talent Management purchased a contract with the writing augmentation platform Textio to identify unintentional bias in job descriptions.
- Talent Management hosted a Career Chat in Detroit and recruited at the Women of Color Task force Conference to attempt to diversify candidate pools.

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## FY19 Highlights (Year 3)

### Fundraising

In collaboration with Chief Development Officers in every school, college, and unit, OUD's Integrated Data Services (IDS) Team developed a DEI fundraising report. According to this report, the University of Michigan raised \$13,990,208 for DEI initiatives from 14,671 unique donors in FY19. This report will continue to evolve as we address the challenges of reporting on DEI fundraising, including identifying what constitutes a DEI fund and whether those definitions will change as the political and environmental landscape changes over time.

### Engaging Volunteers in Supporting DEI Initiatives Campus-Wide

This year, the DEI fundraising team formed U-M's first Diversity, Equity, and Inclusion Leadership Council. The council, which will work closely with Chief Diversity Officer Robert Sellers, is comprised of volunteers who are themselves major donors to DEI initiatives across campus or to the Alumni Association of the University of Michigan (AAUM), an external organization—from the AAUM's LEAD Scholars program to the Spectrum Center to first generation student scholarship donors. They are passionate about introducing other potential supporters to DEI causes at or benefiting U-M and provide Dr. Sellers with valuable counsel and input on the real-world implications of our DEI initiatives.

### Making Commencement More Accessible for Graduates

This year at Rackham Graduate Exercises, University and Development Events (UDE) created signs to direct graduates to their seating locations that were not only color-coded but also included the word for that color (e.g., a purple sign also said "Purple"). This was done to assist any color-blind members of our community. The percentage of graduates who are color-blind may be small,

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but UDE commits to ensuring everyone has the opportunity to find their seating easily. It is also important that every community member knows that we see them. For 2020, UDE will be modifying signs for the stadium undergraduate ceremony as well.

At Spring Commencement, UDE also provided American Sign Language (ASL) interpretation as picture-in-picture on the large stadium scoreboards, in addition to having a dedicated section of seats for those that self-identified as needing services. This provided a much larger number of guests with the opportunity to receive interpretation—especially those family members who may not have been aware of the service.

## Being Intentional about Website Accessibility

Since 2012, Strategic Partners in E-Communications & Solutions (SPECS) has been working to make our digital content more accessible and inclusive to the needs of our users so that they can access our websites, pdfs and emails, and also give online. Web accessibility involves a wide range of disabilities, including visual, auditory, physical, speech, cognitive, language, learning, and neurological. Accessibility also benefits people without disabilities, for example:

- people with “temporary disabilities” such as an injury or illness
- people with “situational limitations” such as in using a mobile device in bright sunlight
- people using a slow internet connection
- people with changing abilities due to aging

SPECS makes sure accessibility is not an afterthought in our work. They incorporate accessibility in the planning and production of all their donor facing projects. SPECS shares and educates our colleagues about accessibility requirements and the tools available. For example, the Office of Planned Giving (OPG) promotes diversity, equity, and inclusion through its marketing strategy. In partnership with SPECS and Marketing & Communications (MarCom), OPG recently launched a new website designed with protocols to ensure accessibility for people with disabilities, whether users with physical or motor disability, low vision, screen readers, dyslexia, anxiety, or on the autism spectrum. OPG also incorporates diverse images and segmented messaging by age group for more meaningful communication.

OUR performs audits and consistently monitors our progress. As a result, our websites are increasingly improving in percent of WCAG accessibility tests passed (over 90%). All our new development puts accessibility front and center.

## Employee Empowerment

In response to last year's Culture & Engagement Survey, individual OUD staff felt empowered to take action to drive organizational change.

**Early Career Professionals Committee:** The Early Career Professionals Committee is a progressive initiative designed to create a community for professionals who are setting out on their careers and aspire to connect and grow as future leaders. This group strives to improve culture perceptions and engagement among early career professionals in development.

**Affinity Group Around the Experience of Staff of Color:** This year, OUD staff launched an affinity group centered on the experience of professionals of color in the development community. This participant-led group strives to aid recruitment and retention efforts for development professionals of color, build community, and augment the community's DEI goals through programming and outreach. It is comprised of professionals of any race/ethnicity from across the university with interest in or insight into the topic and represents a variety of job functions within the community. The group was recently awarded the DEI Innovation Grant by the Office of Diversity, Equity and Inclusion (ODEI).

## Taking a DEI Lens to Leaders & Best Magazine

The OUD MarCom team wants to ensure that the stories we tell about our donors align with our university's commitment to DEI. In the Winter 2019 publication of Leaders & Best magazine, staff purposefully sought input and assessed the magazine with a DEI lens. MarCom staff had discussions around which stories were told, how they were told, and if they best represented the complexity of our donor base.

## Changing the Way We Greet our Community

Since late 2015, almost 200 requests for custom name formats have been received by Gift and Records Administration (GRA). Of these, 34% requested to address both spouses and an additional 33% requested to address only the female or single name communications for both household members. Many women and men in opposite gender partnerships expressed frustration with the practice of replacing women's' first names with their husbands'. GRA is creating a new name format that would always include full names for both spouses and list the target record first.

## Appendix A

### DEI Planning

### Implementation Details

## The Alternative Work Arrangement (AWA) Policy

This year OUD introduced the Alternative Work Arrangement (AWA) policy to support flexibility in the workplace. Through this policy, we aim to address the changing needs of employees and support our overall goal to improve employee engagement while maintaining and maximizing productivity. The AWA policy allows work arrangements such as telecommuting or flexible work hours. It is available to employees after they complete their six-month probationary periods. This is a shared conversation and decision between employees and their supervisor. This AWA policy is just one piece of a continuing effort to promote a healthy working culture. We hope this will help balance and integrate work/life needs across all of OUD.

## Engaging Alumni Internationally

This year's U-M Pan-Asia Alumni Reunion took place in Hong Kong on May 24–25, 2019. Similar to previous years, more than 300 alumni and friends from a dozen countries attended. In addition to receptions, a luncheon, and several school and college-hosted dinners, the reunion featured afternoon presentations on a range of topics, with discussions led by deans, faculty, and alumni experts.

## DEI Onboarding for Staff

Development Community Learning has made significant strides in embedding a DEI perspective into our learning offerings, including Leadership BLUE, manager effectiveness program, major gift officer curriculum, development community orientation, and other sessions. New hires across OUD are expected to take a series of relevant DEI courses in their first year. We are also in the process of adapting our onboarding process to include a newly designed online DEI course. Diversity, Equity, and Inclusion in U-M Development is an eLearning course intended for new and existing members of the development community. The purpose of the course is to introduce employees to the culture, values, and commitment to DEI held by both the university and development community. It describes the DEI Strategic Initiative, and what we have accomplished so far in making our community inclusive and welcoming for all. The course also introduces the unique goals and challenges in promoting a diverse, equitable and inclusive environment in Michigan fundraising. Finally, DEI resources are provided for the learner to continue their education in DEI at U-M.



## Appendix A

### DEI Planning

### Implementation Details

## Increasing Diversity of Staff

In the DEI Strategic Plan, OUD set a goal to further diversify our workforce with a focus on racial diversity. As part of these efforts, OUD Talent Management hosted a Career Chat in Detroit to recruit prospective staff. Participants had a unique opportunity to connect with U-M development professionals through a panel discussion, speed interviewing, resume review, and more. We were also a Silver Sponsor for the CASE Conference on Diverse Philanthropy and Leadership, which included our own booth, a luncheon presentation, and broad coverage across the conference. We have greatly expanded the number of diversity job posting sites we use to increase our reach and create opportunities to connect with candidates with transferable skills. We experimented with the augmented platform, Textio, to help us learn how to craft our job postings to appeal to broader audiences in a more inclusive way. In addition, we were able to incorporate unconscious bias content into our newly revamped M-RISE training, geared toward interviewing, selecting, and hiring employees.

The Talent Management team works closely with university human resources to track the diversity of applicant pools and we have demonstrated progress in this area. Notes about the data set about the OUD applicant data set below:

These numbers, which include temporary positions, are based on a discrete number of applicants. If a candidate applied more than once, they are only counted once.

All applicants to U-M positions are invited to self-identify demographic information. Those making decisions about applicants only receive aggregate data in the application and interview process, not individual data about candidates.

U-M defines Underrepresented Minority (URM) as any race except white and Asian and the data below aligns with that definition. However, in the future, Talent Management wants to include applicants who self-identify as Asian in the % pool of URM applicants as Asians are underrepresented in the fundraising profession.

### All job families within VP Development:

Fiscal Year (FY)	Total Postings	Total Applicants	URM Applicants	% of Pool URM	Change from Last FY
FY17	73	1560	265	17.0%	N/A
FY18	72	1869	337	18.0%	1.0%
FY19	48	892	155	18.7%	0.7%



## Appendix B

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### FY16 Planning Highlights and Key Takeaways

OU D's abiding engagement around diversity, equity, and inclusion manifests in several areas:

**Staff** – For OUD and the larger U-M development community working in the SCUs.

- OUD proactively seeks to attract a diverse applicant pool, not only for positions on its own staff, but for other positions in the University development community at large. It is important that, going forward, particular attention be paid to developing diverse applicant pools for leadership positions. We are also looking at transparent and equitable policies around advancement and compensation of staff at all levels.
- As compared to the University overall, OUD lags in hiring under-represented minority individuals (between 7-11% over the past six years), though we outperform the development field nationally (which has an under-represented minority hiring rate of 4.7%, according to the Council for Advancement and Support of Education (CASE)).

## Appendix B

### Data and Analysis

### Key Findings

**Students :** OUD works with many students in many ways:

- **Telefund callers :** OUD employs up to 75-85 students at any time making fundraising calls that bring in approximately \$1.5 million annually. These student employees receive valuable job training, and they are participating in their own planning project around cultural identity, diversity, equity, and inclusion. Two Telefund students sat on the Committee that wrote this strategic plan, and Telefund student managers conducted their own strategic planning project with student staff.
- **The Development Summer Internship Program (D-SIP),** open to all U-M undergraduates, was designed to help professionalize and diversify the development field. D-SIP interns have completed more than **268** development projects—in donor strategy, data analysis, funding strategies, marketing/communications and many other development fields—across the University since 2007. D-SIP has succeeded in these goals, becoming a national model for student engagement and inclusion in the development field.
- **The Student Campaign Committee :** Founded in 2012, this intentionally diverse committee is one of the first university-level groups of student fundraising volunteers in the country and represents the first formal inclusion of student voices in a University of Michigan campaign. The Committee's goal is to support the University's \$4 billion Victors for Michigan Campaign by engaging students directly through education, advocacy, and fundraising. Members serve as advocates, connectors, motivators, stewards, and donors. The SCC won a CASE Silver Circle of Excellence Award for Diversity Programs.
- **Student spokespeople :** These current students have received philanthropic support for their education—including tuition or funding for research, internships, study abroad, etc. They make media appearances on behalf of the University, including UM-produced videos and publications, and they speak at donor dinners and alumni gatherings. They are selected from among student recipients of philanthropic support in part to be broadly representative of the University community.

**Donors and Volunteers :** More than 1,400 U-M donors worldwide give their time and talent as fundraising volunteers. They are invaluable partners in our fundraising efforts, helping to reach prospective donors, hosting and attending events, providing strategic advice, and more. One of our priorities has been to make this group of ambassadors more inclusive.

The Global Student Support Committee is comprised of more than 50 donors from around the world. This Committee is one of our most diverse, and its members have a special commitment to student-support fundraising, including tuition support and support services for first-generation and nontraditional students.

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#### Key Findings

**Faculty :** OUD engages faculty in a number of ways that enhance diversity, equity, and inclusion.

- The Faculty, Staff, and Retiree giving initiative is co-chaired by 11 faculty and staff from all three U-M campuses who represent racial, ethnic, and national diversity as they also represent all major areas of the university. **One of the chairs is the current senior director of DEI at the School of Nursing.**
- OUD routinely engages faculty members to speak about their work at donor events, and we have an opportunity to diversify the faculty who are invited to participate.
- OUD fundraisers collaborate with faculty members to engage potential donors in gift conversations that will support faculty work.
- OUD's international team supports, among other projects, the work of faculty engaged in countries across Asia, Europe, and elsewhere. Many of those faculty may be from those countries themselves, or have a family heritage there, and add significant diversity to the university faculty in that way, in addition to their research and education projects.
- OUD's foundation relations team assists faculty in seeking grants for research and teaching; a subset of grants are in support of diversity, equity, and inclusion, both within the institution and in research applications outside it.

**Strategic fundraising :** OUD's role is to support the academic mission of the University, and we are proud that many of our fundraising priorities broadly support diversity. For example:

- **\$1 billion student support goal :** The highest priority of the Victors for Michigan campaign is student support. Our fundraising goal is one billion dollars, to be raised over seven-and-a-half years. This may be the most ambitious development goal U-M has ever set, its goal nearly doubling the total raised by the record-setting Michigan Difference campaign of 2002-2008. These funds will make a permanent, significant difference for thousands of students from all walks of life and all areas of the country.
- **Wolverine Pathways :** OUD and the greater U-M development community are actively fundraising to support this and other programs that support student diversity and inclusion of all kinds.
- **Fundraising match :** The University provides matching funds for donors who give to student support. During the U-M Bicentennial in 2017, we **identified** matching funds to encourage, among other things, support for first-generation students.
- **Fundraising for inclusivity programs :** Many students face cultural as well as financial challenges as they begin their U-M careers. OUD actively encourages donors to create or give to programs such as the Blavin Scholars, which supports first-generation students and students raised in the foster system who have aged out. Such programs give these students the foundation they need to be successful.

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But we have to do more. OUD and the U-M development community as a whole are committed to continuing and increasing their diversity, equity, and inclusion efforts for staff, students, donors and volunteers. In order for OUD to begin its DEI conversation and generate data for this report, we launched several specific initiatives.

Strategic Planning Committee participants spoke of conducting “regular forums” as “safe spaces” for workplace climate enhancement through “constant, open dialogue” over the next five years and beyond. Interest was expressed in breaking the mold of the half-day workshop to create both new formal trainings and the open forums.

## Appendix B

### Data and Analysis

### Key Findings



## Key Findings, Themes and Recommendations

The following findings, themes, and recommendations represent personal perceptions and beliefs of staff members identified during the data collection process.

- While diversity does exist at OUD, and we have built programs that foster equity and inclusion, we must make a greater effort to hire, retain and promote members of under-represented groups, in particular beyond entry level.
- Staff experience social and professional discomfort around ways in which certain matters of race/ethnicity, gender, age (including student status), class, political/religious conservatism, disability, dress/appearance, etc. may or may not be discussed or may or may not be privileged.
- Culture at OUD can be hierarchical and siloed, sometimes privileging certain personality types, modes of expression and manners of appearance.
- There is a lack of transparency around business practices for promotion and compensation.
- OUD needs more equitable pay scales, especially by comparison to development departments in U-M schools, colleges and units.
- OUD needs to establish ongoing, mandatory DEI trainings for all staff, as well as ongoing open forums, formal and informal, perhaps conducted separately for management and support staff, in which all staff may feel free to describe experiences and express opinions on DEI matters.
- OUD must lead an effort by the U-M development community to broaden and deepen its donor pool with regard to under-represented groups.
- OUD staff would like a “Bill of Rights,” addressing both internal and staff/donor relationships.
- OUD has professional relationships with development departments in all of U-M’s schools, colleges and units; there are thus opportunities for OUD to become a resource for these departments with regard to matters of DEI.

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## FY17 Highlights (Year 1)

### Employee Engagement

- **DEI Climate Survey:** After marketing the campus-wide DEI Climate Survey to 224 staff members, OUD had an 80.54% response rate compared to the 46.46% University-wide response rate. Results available in September 2017.
- **Denison Culture and Engagement Survey:** OUD conducted a comprehensive survey to assess our culture and employee engagement in spring 2016 (90% response rate). An inclusive and thorough action planning process ensued. Action teams (16 staff members) were formed and created deliverables for the organization including: a delegation toolkit; an enhanced communication approach; a revised mission statement; and accountabilities and expectations for leaders to implement plans and use deliverables. Feedback was gathered through two town halls (50 participants), OUD Leadership Team, and then 160 staff members at the OUD All Staff Meeting in June 2017. We plan to administer the Denison Engagement Survey to all OUD staff again in the spring of 2018 to track changes in employee engagement.
- **Five-Year Strategic Planning Process:** OUD developed a five-year strategic plan to guide our work through 2022. The process was highly inclusive: we had action teams totaling 72 staff members; a steering committee (19 staff members); internal input sessions (25 staff members); interviews and focus groups (55 staff members across the development community); and input from 50 chief development officers and senior leaders from across all three campuses.

## Appendix B

### DEI Planning

#### Key Findings

## Dennison Culture and Engagement Survey

We learned and addressed the following themes from our Denison Culture and Engagement Survey:

- **Empowerment and Decision Making:** OUD employees want to feel more empowered in their work (see themes below). Our desired outcome is to create a stronger feeling of empowerment across all levels of our organization, increase delegation, and ensure decision-making occurs where the best information is available. We developed a delegation toolkit for employees. Our survey scores in the next iteration will serve as a benchmark for our progress. Issues identified include:
  - **Cross-team confusion:** Lack of clarity around ownership of decisions. Who ultimately makes decisions as it relates to programs, services and approaches-- particularly when they cross team boundaries?
  - **Hierarchical nature and tendency towards micromanagement:** A tendency to make decisions at levels higher than necessary, where the best information may not be available.
  - **Service to unit partners:** Lack a clear sense of our role relative to providing services to the schools, colleges, and units. Are we consulting, partnering and/or simply serving? Are we able to make decisions about whether/how to respond to a service request, and where/when?
- **Build on Mission and Goal Development:** Mission and goals were identified as strengths in OUD's Culture and Engagement Survey. The Mission/Goals Action Planning Team identified employee recognition as a means to strengthen the tie between employees work efforts and our mission and goals. Employees who are more closely aligned with the mission and goals of OUD will be more productive, have higher job satisfaction, and stay longer.
- **Employee Enrichment:** We enacted different engagement/enrichment strategies such as group conversations with senior leadership and access to professional development funds.





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### Year 2 DEI Strategic Objectives and Action Items

We made significant progress in our DEI Strategic Plan in Year 1. However, we learned we were overly ambitious in our Year 1 timing as it took most of the FY to develop an infrastructure around our DEI efforts, including hiring 1.5 FTE and establishing implementation committees. As a result, some Year 1 action items will continue into Year 2. We also identified that the supporting work around our fundraising efforts are more complex than initially identified during the planning process (but still connect to action items outlined in our DEI Strategic Plan). Example of this work includes:

- Developing a DEI gift fund (complete)
- Identifying how to best track and report on DEI fundraising efforts
- Developing protocol for inputting demographic data into DART, our donor database
- Identifying DEI funding priorities across campus to share with prospective donors

## Appendix B

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## FY18 Highlights and Key Findings (Year 2)

### Denison Culture and Engagement Survey

OU D re-administered the Culture and Engagement Survey this spring. Our 2018 results showed progress on many fronts. With deeper analysis, we are now able to identify more targeted opportunities to improve our employee experience and engagement. Dan Denison, from Denison Consulting, shared OU D-wide results at the all-staff meeting in June, highlighting both improvements and new opportunities for our action planning. We included demographic questions around race, gender, and age in the 2018 survey. Age (specifically, staff under 30) and level emerge as strong predictors of engagement.

2016: OU D Overall



2018: OU D Overall



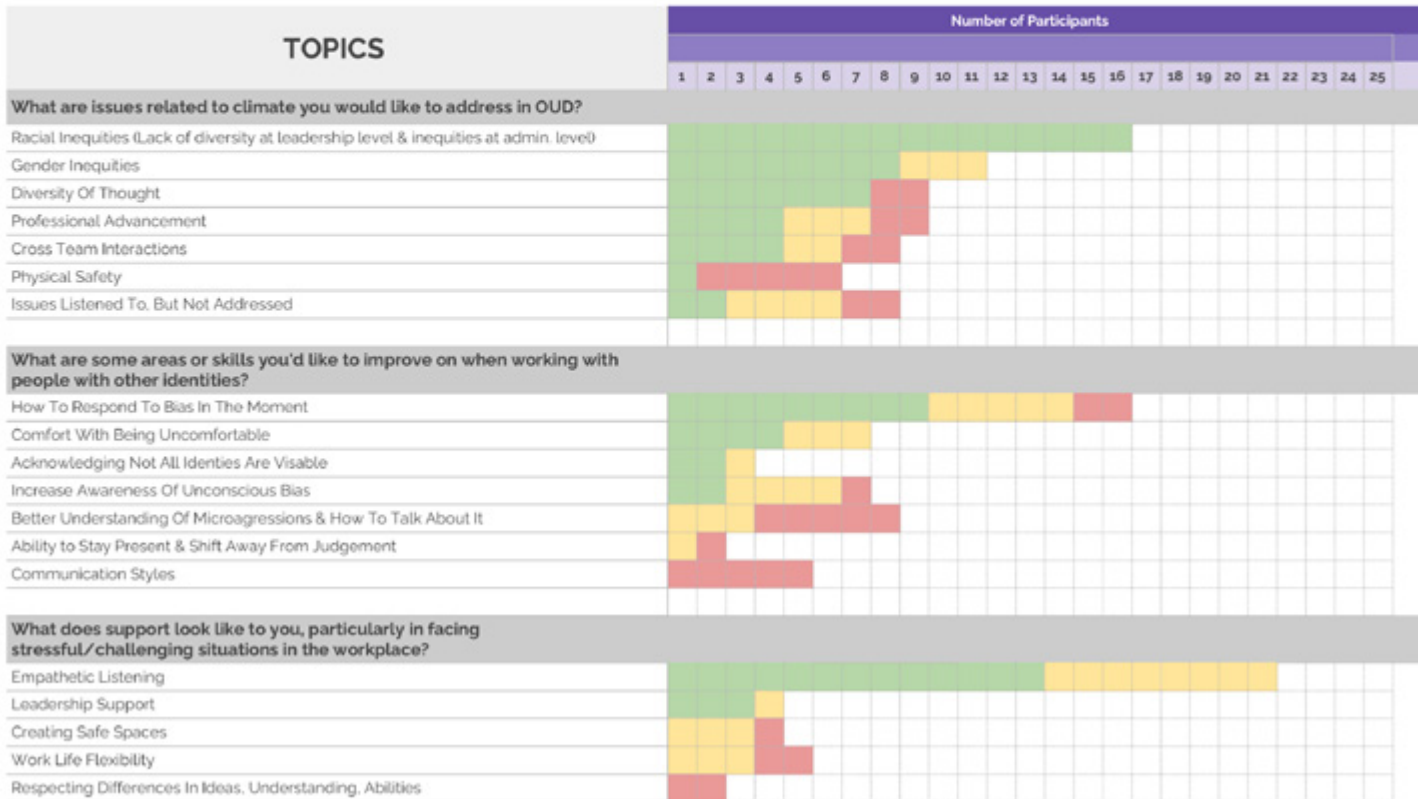
## Equity Meeting

OUN collaborated with Dr. Caroline Kim, assistant director of The Program on Intergroup Relations, to facilitate an event aimed at identifying equity issues within OUN. We leveraged a prioritization exercise to determine what equity issues to focus on in Year 3 (see chart below). One of the more interesting findings was how empathetic listening helped staff during their most challenging moments at work. As a result, OUN plans to focus on encouraging and offering training around empathetic listening in Year 3.

### EQUITY KICKOFF PRIORITIES VOTING

DATE	April 10, 2018
WHERE	Mediterrano Restaurant
# OF ATTENDEES	25 OUN Staff Members

Urgent
Important
Not A Priority



## Appendix B

### DEI Planning

#### Key Findings

## DEI Climate Survey Information Session

OULD hosted a DEI Climate Survey Information Session, which included a presentation and follow up conversation circles focused on the issues of the gender experience gap (men and women) and the experience for people of color in OUD (45 attendees).

Our qualitative data analysis indicated a desire to address the following issues: a more flexible work environment, particularly for parents; physical environment improvements; issues of physical safety; and increased gender and racial equity.

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# FY19 HIGHLIGHTS AND KEY FINDINGS (YEAR 3)

## Early Career Input Sessions: October 2018

In follow-up to OUD's Culture and Engagement Survey results and in alignment with our DEI efforts, three input sessions were held in late October 2018 to discuss the survey results and ideas for addressing them. Sessions were open to all OUD employees. Discussion focused on the early career perspective and experience as employees under 30 had lower engagement scores.

### *Summary of Themes:*

Early career professionals want greater **OWNERSHIP** over their work, **INPUT** into decisions, a better **UNDERSTANDING** of our business, and increased **TRANSPARENCY** around how decisions are made.

1. Early career professionals want to be empowered to provide input, and feel like their insights are taken seriously when given. There is a great deal of hierarchy in OUD, with a high level of control from the top down without discussion and with limited transparency.
2. Early career professionals do not feel empowered to make decisions even around projects they fully oversee or are not as business critical. They also would like more opportunity to speak on behalf of their work with decisions makers and across the organization.
3. Early career professionals feel passion for the mission, but this is not translating into passion for their day-to-day work which tends to be rote with little room for creativity. Early career professionals can't see how their work fits into the whole of our work due to OUD being siloed and physically segregated. There's an interest in more exposure organization-wide and a greater understanding of the impact of their work.

## **ODU Town Hall: February 2019**

We leveraged our annual town hall as an opportunity for our new vice president, Tom Baird, to speak to his commitment to DEI, learn about our unit's progress to date, and to hear directly from ODU staff. With over 100+ participants, this marked our most well attended town hall to date. There were four key findings from the town hall:

1. Staff want consistent progress updates throughout the year outlining the contributions of all teams. In response, we developed a quarterly e-newsletter and annual report.
2. Staff want to ensure that inclusion efforts are intentional about incorporating and celebrating progressive and conservative perspectives.
3. Staff want increased focus on invisible disabilities in the workspace, particularly supporting mental health.
4. Staff want leadership to eliminate unnecessary hierarchy when possible.

## **Higher Education Fundraising Collaborative: May 2019**

ODU invited colleagues from 11 peer institutions and a partnering consultant to join us for a day-long working session to identify the infrastructure, training, and tools necessary to advance a safe and respectful fundraising environment. The scope of our work focused on interactions between front-facing staff/students (e.g., fundraisers, event staff, gift processors, scholarship students) and external constituents (e.g., donors, volunteers, grateful patients, candidates).

On Friday, May 3rd, this higher education fundraising collaborative identified the work needed to occur over the next year, including developing a universal training curriculum. Action teams for FY20 are:

1. Data Collection, Assessment, & Reporting
2. Organizational Response & Remediation
3. Organizational Culture
4. Training

### *Partnering Institutions*

Boston College, Caltech, Colorado State University, Georgetown University, Indiana University Foundation, Pennsylvania State University, University of Cambridge, University of Florida, University of Iowa, University of Michigan, University of Notre Dame, University of Oregon

### *Partnering Consultant: Fran Sepler*

Fran Sepler, president of Sepler & Associates, also participated in the working session.

## Appendix B

### DEI Planning

#### Key Findings

Sepler was hired by OUD to support our work into FY20. Fran Sepler is best known for her pioneering work in harassment prevention and workplace investigations. She has developed techniques and protocol used by organizations throughout the United States to investigate complaints of workplace misconduct and is the author of "Finding the Facts: What Every Workplace Investigator Needs to Know," published in 2008. She has conducted over 1,000 workplace investigations, served as an expert witness regarding employer response to employee complaints, and provided anti-harassment, anti-bullying, and implicit bias training for thousands of organizations. She has also conducted workplace climate assessments for workplaces of all sizes, including fundraising organizations.

### **Dennison Culture and Engagement Survey**

OUD re-administered the Culture and Engagement Survey in spring 2018. After sharing results with staff that June, we engaged in a year of action planning efforts. This infographic summarizes the work we have done over the last three years using this survey. OUD is committed to continued improvement of both our culture and employee engagement and staff feedback is critical to this work. This Fall, we plan to use a new survey tool, the Gallup Q12 Employee Engagement Survey. This instrument includes fewer questions and provides resources to support the action planning process. The Gallup Q12 will allow us to more quickly and efficiently interpret and respond to our results.

*See the repost on the following page.*

# ODD Culture and Engagement Survey

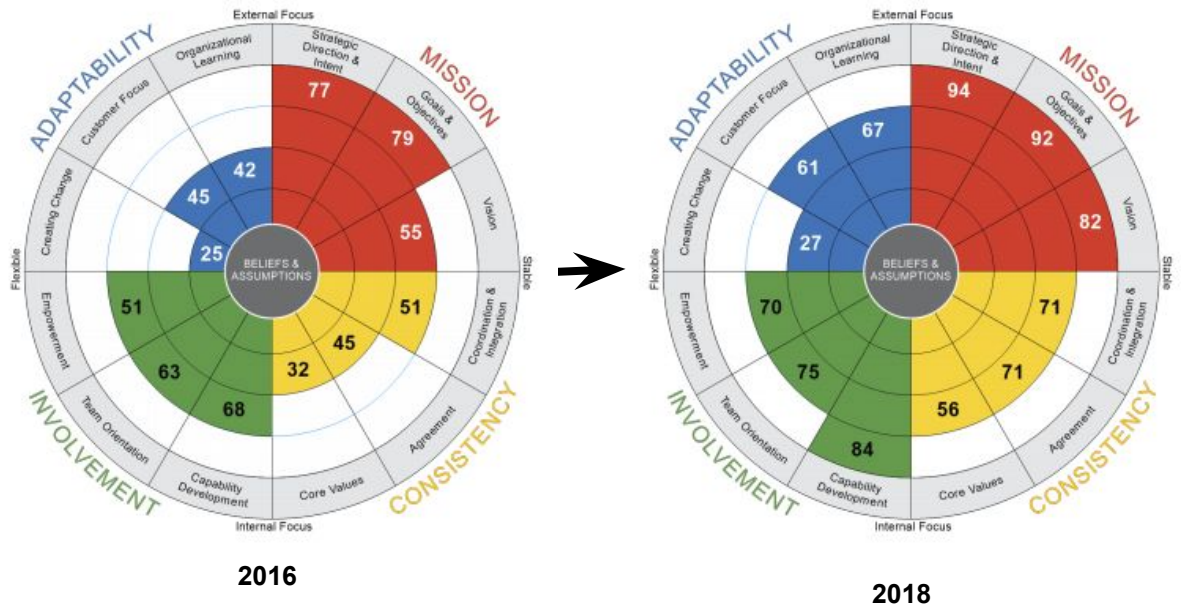
## 2016 Baseline Survey

### Goal for 2018 survey: Increase engagement score

Changes as a result of action planning:

- Increased ODD communication
- Process for Strategic Planning
- DEI efforts
- Empowerment/Delegation efforts
- Increased engagement/involvement of employees through feedback groups, town halls

## 2018 Resurvey Results



### 2018 engagement scores increased from 35 to 58 percentile points over 2016 baseline

Culture improved for broad group on all indices (except creating change) by **10-25+ percentile points**

- Added 3 demographic questions in 2018 (race, gender and age)
- Employees under 30 had lower engagement scores

## 2018 Action Planning

### Team-level planning

- Action plan themes include: accountability, communication within and across teams, core values, change/risk Tolerance, career support

### Leadership-level conversations

- Increased awareness around empowerment and reducing hierarchy, tolerance for risk, and learning from mistakes

### Focus on under 30 and early-career professionals

- Three input sessions on early career experience



## Follow-Up Actions (In Progress)

ODD Mentoring Program

Learning About Development (LAD) training series

FIERCE Foundations training for all

Career Resources

Early Career Professionals Committee

*idea* → *plan* → *action*