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OVERVIEW

U-M President Mark Schlissel has made diversity, equity and inclusion a priority of his presidency. He believes that the central mission of an educational institution is to ensure each member of our community has equal opportunity to thrive in our university environment. In this light, DPSS not only supports President Schlissel's initiative, but we strongly believe that our commitment to diversity, equity and inclusion is integral to our ability to ensure a safe and secure campus.

For this reason, diversity, equity and inclusion stand out as a core value for our Division, which reads:

_We value and are dedicated to respecting differences, equitable practices and intentional inclusion to create an environment where our community feels welcomed and safe._

DPSS believes that everyone plays a role in contributing to a safe and secure environment. Our ability to achieve our mission, vision and values is dependent on the relationships and partnerships we build with our diverse and vibrant community of more than 88,000 students, faculty and staff on our Ann Arbor campus. This plan strategically incorporates the U-M Dearborn and U-M Flint public safety departments to more efficiently and effectively deploy resources across the three campuses.

Representatives of DPSS employees led the division-wide process to implement our strategic plan, which covers our DPSS personnel and the entirety of the community we serve. The strategic plan addressed the four university domains as outlined below.

- Recruitment, retention and development
- Education and scholarship
- Promoting an equitable and inclusive community
- Service

Diversity, equity and inclusion are more than goals for our Division, they are key to achieving greater safety and security today and into the future.

_In 2025, we envision a campus where implicit bias does not exist and there is awareness, education and an investment in relationships with people._

- DPSS Executive Director Eddie Washington

Our dedication to creating an environment where our community feels welcomed and safe is inseparable from our commitment to diversity, equity and inclusion.

Over the course of the plan's five-year implementation (2016-2021), we will continue to assess and refine our plan.
IMPLEMENTATION HIGHLIGHTS FROM YEAR 4 AND PLANNING PROCESS SUMMARY

DPSS Diversity, Equity and Inclusion Implementation Team Leads
Stacy Ede  Administrative Services
Marlanna Landeros  Administrative Services

DPSS Diversity, Equity and Inclusion Implementation Group Members
Duy Hoang  Technology & Dispatch
TBD  University Security Services
Maurice Townsel  Housing Security
Maureen Burke  Prevention and Community Engagement
Jason Tayon  Technology & Dispatch
Teresa Oesterle  Administrative Services
Ashley Preston  Strategic Communications
Ryan Reddig  Michigan Medicine Security
Charles Wang  U-M Ann Arbor Police Department
Adnan Karaali  U-M Dearborn Public Safety
Meoachy Proby  U-M Flint Public Safety
Kiara Marshall  Michigan Medicine, Guest Services
Nicholas Fritsch  DPSS Student Advisory Board Chair
Lukas Lemke  DPSS Student Advisory Board Vice Chair

Implementation Process
DPSS has a dedicated staff member to drive the sixteen member DPSS implementation team. We explore improvements to our team make up, which included expanding our membership by seeking participation to include from current DPSS student employees, interns and the DPSS student advisory board.

The team collects, analyzes and evaluates the data and feedback collected through a U-M all-staff survey, U-M climate surveys, DPSS employee surveys, town halls, department meetings and personnel input, to help identify key areas of opportunity to further educate our staff and engage with our community.

In addition, institutional data and demographics from the U-M Human Capital Report, data warehouse, shift briefings, and departmental interviews are regularly reviewed to further assess themes that may need to be incorporated into the four university identified domains.

The DPSS Executive Leadership Team is engaged to generate ideas and provide guidance throughout the process.

Summary of Data and Analysis, Key Findings, and Themes:
This year, many departments will be dealing with the challenges related to COVID-19. DPSS anticipates the need to continue close collaboration with the university COVID Leadership Group (CLG), Office of Diversity, Equity & Inclusion, Student Life, Michigan Medicine, student leaders and other university colleagues. We will be supporting the university’s public health-informed environment by working together to encourage activities and capabilities that are strategically aligned with our priorities, community feedback and resources.
Three main areas continue to be central for our community and for DPSS, with the added context of COVID-19 precautions. The three areas are community engagement and communication strategies, workforce and organizational development, and sexual and gender-based misconduct. With that in mind, we offer the following highlights of observations for year four.

YEAR FOUR OBSERVATIONS

Community Engagement and Communication Strategies:
With the challenges related to COVID-19, we’ve had to reconsider our community engagement and communication strategies. Our goal of creating a culture of education and prevention that empowers community members to take action toward their own safety remains the same. However, we’ve had to rethink ways to partner and reach our community while following the health-informed protocols and maintaining our commitment to our core value of diversity, equity and inclusion (DE&I). We worked on ways to inform, educate and engage with our community partners during these challenging times through the following:

- In addition to the pandemic, we’ve also made an effort to address concerns between the community and law enforcement. Across the globe, national and local protests are requesting for policy transparency. In an effort to address community concerns and promote transparency, DPSS released a new webpage on the DPSS website that highlights our policies and training associated with the use of force.
  - Our Empowerment Self-Defense program continues to be popular with students and staff. We continue to receive requests for active attacker and other safety-focused community presentations.
  - During the 2019-2020 academic year, the DPSS Student Advisory Board sought to strengthen relationships with other student organizations and created liaison roles to the Residence Hall Association, LSA Student Government, and Central Student Government. The board also hosted the first “Fireside Chat” with Executive Director Washington and representatives from student organizations at U-M.
  - A robust social media presence has allowed DPSS to engage with the U-M community, share safety tips, respond to inquiries and correct false information. Over the past year, DPSS has also used its social media presence to share more of an inside perspective of “who” the division is and what key services we provide in an effort to humanize our staff and reduce barriers to services.
  - U-M and DPSS leadership’s commitment to DE&I continues to be steadfast and unwavering even through the most challenging of times. This year’s challenges have been unprecedented, with managing the risk to the health and safety of our community, along with national concerns about police brutality and calls for the defunding or disarming of campus police. There has been significant collaboration and support from across the university, and despite the significant financial challenges the university and division faces, DE&I continues to be deemed critical by the institution and division, with resources made available to ensure continuity of services for a safe campus community.
Workforce and Organizational Development

Successful enterprise-wide workforce and organizational development is key to operations. Numerous DPSS staff members took on new and varied roles during the pandemic, ensuring that important health safety restrictions were enforced and providing a welcoming environment for all our community.

- The utilization of the Spark Hire, video interviewing software, continues to allow for expansion of our recruitment capabilities, which is particularly important as we work to improve the hiring process. This expands the diversity and access of our candidate pools and screen candidates during the COVID-19 pandemic.

- Advancement of our staff is predominant and fundamental to our workforce. Leadership opportunities and efficiency in the hiring process were achieved by launching an Assessment Center to determine eligibility of staff to participate in promotional processes. This ensures equity, consistency and checks staff has requisite knowledge, skills and abilities, prior to consideration for any supervisory roles.

- DPSS has acquired Page Up Performance Management software to streamline our annual performance appraisal processes and track updates and deliverables in real-time. The platform incorporates the division’s vision, mission, and values and is designed to support regular interactions between staff and leadership. The system will increase communication, transparency and accountability at all levels.

- DPSS introduced the second cohort of the “Future Public Safety Leaders” externship with Wayne County Community College District students. The program continues to provide exposure, access, education and professional development for students who may not consider career options in public safety. Additionally, dedicated resume and job search sessions were held to further assist the students’ employment searches. We continue to find ways to expand the program by having students from Eastern Michigan University observe. This yields a potential pipeline for professional development and potential employment for unanticipated applicants.

Sexual and Gender-Based Misconduct

Sexual assault affects millions of people in America each year, and it is an especially common problem on college campuses that often goes unreported. While law enforcement is often seen as engaging primarily after an incident has occurred, DPSS promotes practices to also address sexual and gender-based misconduct by focusing on education, prevention and increasing reporting numbers. Our Special Victims Unit (SVU) focuses on proactive engagement with the U-M community, compassionate and respectful treatment of survivors, and offender accountability. To meet these objectives, DPSS:

- Shifted the reporting structure of the SVU at the divisional level to improve oversight and coordination. Operationally allowing for better alignment and oversight of services.

- Built relationships with community partners to create and disseminate sexual and gender-based educational materials online and in-person.
GOALS
We aspire for trust and confidence to provide service that exceeds the expectations of our community. Our dedication to diversity, equity and inclusion is necessary to provide excellent customer service to our community. In this regard, our goals are as follows:

Diversity
- A broadly diverse workforce that is able to meet the needs of the variant population we serve

Equity
- More professional development opportunities
- Staff engagement in training and educational opportunities

Inclusion
- Satisfaction surveys to include measures such as trust, fairness and transparency
- Improved engagement, communication and collaboration among staff across the division and campus
- Increased participation in diversity, equity and inclusion focused training opportunities

Themes and Recommendations

1. Recruitment, Retention and Development
Based on staff surveys, we identified a need for enhanced understanding of the DPSS hiring and promotion processes as well as improved awareness of available DPSS professional development opportunities.

Recommendations:
- Increase communication about hiring and advancement opportunities by sharing information through the DPSS communications hub and DPSS Digest
- Improve the diversity of our applicant pool and awareness of DPSS professional development opportunities by leveraging university human resources assets
- Expand professional development opportunities to be included in the performance management system. This will allow for better DPSS staff retention and promotion.

2. Education and Scholarship
Based on staff surveys, we identified a need to expand knowledge on how diversity, equity and inclusion applies to safety and security work.
Recommendation:
• Identify educational areas of opportunity and customize and deliver targeted diversity, equity and inclusion trainings and engagement activities to empower DPSS staff with enhanced awareness and knowledge to best serve our community.

3. Promoting an Equitable and Inclusive Community
Based on feedback from focus group conversations, we identified a perceived lack of overall communication among our staff as well as the university community.

Recommendation:
• Improve communication strategies to better inform and solicit feedback from our DPSS staff and community as a whole during All-Staff meetings and engagement opportunities

4. Service
Based on feedback from department town halls, we identified a limited understanding of the impact diversity, equity and inclusion has on our operations and service delivery.

Recommendations:
• Provide examples of the impact diversity, equity and inclusion has on operations and service delivery and how they are aligned with our core values to improve understanding
• Build a dashboard to collect real-time data and feedback to more efficiently measure service delivery

Strategic Objectives, Action Plans and Measures of Success¹
This plan covers approximately 400 full-time staff, representing seven departments, three major unions, approximately 10 student employees, DPSS student advisory board members and interns on the Ann Arbor campus. In addition, the integration of the U-M Dearborn and U-M Flint police and public safety departments has continued to be a priority. The strategic objectives are to further the university-wide goals of diversity, equity and inclusion and have been organized into four domains, as determined by the university. Each of these strategic objectives is accompanied by descriptions of single and multi-year actions and corresponding measures that will be tracked over time. Additional details on assignments, timelines and accountabilities can be found in Section VI.

A. Recruitment, Retention and Development
This domain focuses on who we recruit, how we retain staff and the professional development opportunities available to employees across the division.

Objective 1
Increase targeted recruitment through outreach and selection process initiatives and establish metrics for success to promote the entrance of a diverse pool of talent.

FY21 Actions
• Assess the diversity of DPSS applicants by establishing baseline demographics over a three-year period (started in FY18)
● Use goal and reporting data for year-to-year diversity of staff recruitment and recommended actions (started in FY18) for affected positions

Measures of Success
● Increased percentage in recruitment and selection of targeted groups each year

Objective 2
Analyze professional development progress across DPSS departments and job classifications.

FY21 Actions
● Identify ways to consistently implement systematic exit interviews and mechanisms to disseminate and address findings from interviews with all DPSS exits (started in FY19)
● Analyze exit interview data over three years (started in FY18)

Measures of Success
● 30 percent increased collection of analyzed data related to exit interviews by year five

Objective 3
Expand opportunities for growth for DPSS staff through the creation of professional development.

FY21 Actions
● Design professional development programs that offer staff education on campus-wide professional development opportunities and facilitate internal events and programs for all DPSS staff throughout FY21
● Increase collaboration with DPSS training council regarding appropriate curriculum and training needs enterprise wide for consistency
● Analyze incorporated professional development plans implemented into the performance management process (started in FY19)

Measures of Success
● 70 percent participation in DPSS professional development opportunities by year five

B. Education and Scholarship
This domain focuses on ensuring our personnel are educated on the foundational aspects of diversity, equity and inclusion, in addition to providing opportunities to build relationships and understanding with our diverse community.
Objective 1
Increase DPSS personnel competency in the hiring process regarding diversity, equity and inclusion to ensure a fair hiring process.

FY 21 Actions
- Maintain core hiring committee members and recruiting representatives for uniformity
- Identify diversity, equity and inclusion training, with a focus on equitable hiring practices and require all hiring committee members and recruiting representatives to successfully complete this training prior to participation in the selection process
- Review DPSS hiring and selection order and implement a process by which hiring committee members can provide feedback

Measures of Success
- All hiring committee members and recruiting representatives will be trained on equitable hiring processes through FY21

Objective 2
Ensure all DPSS personnel participate in annual diversity, equity and inclusion training.

FY21 Actions
- Establish timelines for ongoing diversity, equity & inclusion trainings with a focus on increased participation throughout FY21 by encouraging structured involvement
- Identify and track annual participation rate and include applicable diversity, equity and inclusion training in performance review documentation

Measures of Success
- 75 percent DPSS personnel completion of diversity, equity and inclusion annual training year-over-year (started FY 19)

Objective 3
Develop a variety of diversity, equity and inclusion educational events that promote collaboration and communication between DPSS and the university community we serve.
FY 21 Actions
- Integrate and share DPSS calendar of events with active monitoring for other university-sponsored diversity, equity and inclusion opportunities; building relationships and trust with our community
- Create and build diversity, equity and inclusion educational platforms that promote engagement and communication with DPSS and the community we serve into FY21

Measures of Success
- Organize a minimum of two events per year and participate in several other related university events throughout the year

Objective 4
Increase awareness and interest about careers within DPSS to attract a diverse talent pool.

FY 21 Actions
- Generate interest from diverse groups with targeted advertising and engagement to expand participation in the DPSS hiring and selection process
- Establish a mechanism to explore equitable opportunities, increased interest and knowledge for a diverse mix of students about careers within DPSS through FY21

Measures of Success
- Increase in the number of diverse applicants applying for DPSS positions year-over-year, started in FY19 by year five

Objective 5
Collaborate with university partners such as the Office for Institutional Equity, Services for Students with Disabilities and the Spectrum Center to increase awareness and education about diverse cultural groups, identities and disabilities.

FY 21 Actions
- Increase awareness and education on diverse cultural groups, identities and disabilities for DPSS staff by collaborating with other university partners to take advantage of established programs
- Partner with the International Center and a diversity of student groups to provide training for DPSS personnel on cultural identities. This includes events and activities to discuss public safety globally
- Engagement with identified disability groups to increase awareness and service for the community and DPSS staff

Measures of Success
- 50 percent DPSS personnel participation in a collaboration opportunity through FY 21
- Regularly scheduled DPSS meetings with identified disability groups to enhanced awareness and service delivery
C. Promoting an Equitable and Inclusive Community
   This domain includes DPSS efforts to create and nurture an inclusive environment where all
   staff and members of the community feel welcomed and safe.

Objective 1
   Provide platforms where staff can safely express opinions, ask questions and discuss issues
   surrounding diversity, equity and inclusion.

   FY 21 Actions
   - Incorporate findings from DPSS all staff and department town halls and the
     University Climate Survey to identify themes and opportunities for growth from
     FY19 to current, addressing findings into FY21
   - Continue to review and disseminate best practices and
     guidelines for facilitating dialogue on diversity, equity and
     inclusion during meetings
   - Monitor established formal methods to communicate where staff can safely express
     opinions, ask questions and discuss issues surrounding diversity, equity and
     inclusion

   Measures of Success
   - 75 percent DPSS staff participate in a division-wide All-Staff
     meetings, department town halls and other sponsored events
   - Best practices and guidelines on facilitating conversations are
     implemented during meetings and all other dialogue
     opportunities by adding to department meeting agendas and
     the communication hub.
   - 80 percent response rate provided for staff submissions
     through the DPSS Staff Advisory Team Chat. Gather data of
     staff for follow-up and improvement through FY21

Objective 2
   Provide education and cross-functional opportunities, encouraging collaboration and
   better understanding of each other’s roles.

   FY21 Actions
   - Provide continued support for cross-functional learning opportunities between
     roles across the DPSS enterprise to foster collaboration and awareness.

   Measures of Success
   - An increase in the number of DPSS staff who have basic awareness
     about another DPSS role other than their own

Objective 3
   Provide a mechanism for the community to provide real-time feedback to DPSS staff
   and ensure timely and considerate responses
FY21 Actions

● Extract and analyze data from DPSS dashboards that effectively visualize trends and events. Ensuring efforts and resources are optimized by DPSS to match current and future challenges.
● Analyze data to ensure timely and considerate responses and determine target turnaround time
● Utilize the DPSS Student Advisory Board and other student groups for both feedback and discussion for our student community

Measures of Success

● DPSS dashboards are in place to track real-time data is received, considered and a timely response is provided

D. Service

This domain ensures diversity, equity and inclusion issues are a fundamental underpinning of the DPSS service-delivery model.

Objective 1
Invest in data collection technology to more efficiently measure services and their impact on the university community we serve to eliminate unintended bias, deliver equitable services and improve the quality of life.

FY21 Actions

● Using DPSS dashboards, track data to deliver and measure equitable services into FY21
● Monitor developed user-friendly feedback and response forms for use on the DPSS homepage and app into FY21 for impact on the university community and service

Measures of Success

● 75 percent usage of DPSS dashboards to identify and eliminate any patterns of unintended bias or inequitable delivery of services through data collection technology

Objective 2
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.

FY21 Actions

● Support DPSS participation and central efforts to educate faculty, staff, and students on the forthcoming University of Michigan Policy on Sexual and Gender-Based Misconduct Prevention ("umbrella policy")
● Develop and socialize DPSS value statements that align and reinforce the forthcoming university level values that promote culture and climate change
consistent with both the Diversity, Equity & Inclusion, and Sexual and Gender-Based Misconduct Prevention work that is already underway

Measures of Success
- All-inclusive DPSS participation in sexual and gender-based misconduct prevention programing
- Organize a minimum of one event on sexual and gender-based misconduct prevention and participate in several other related university events throughout FY21

GOAL-RELATED METRICS
The university strategic plan will track and publish overall university metrics related to the three goals of diversity, equity and inclusion. DPSS is a service unit dedicated to its staff demographic composition and climate survey indicators as follows:

Demographic Composition:
- Headcount
- Race/Ethnicity
- Age (Generation Cohort)

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
- Assessment of work unit commitment to diversity, equity, and inclusion
- Perception of equal opportunity for success in work unit
- Five indicators around feelings in the work unit

We will work to create a diverse, equitable and inclusive climate, therefore creating a sense of belonging, trust and fairness. We will see increased cultural awareness and behaviors that create a climate and culture of inclusion and equality. We will experience a workplace where people feel valued and part of a bigger mission; ultimately producing greater service to our community.

Success will be measured in terms of perceptions of peer and leadership accountability, transparent and effective communication, teamwork and collaboration, and productivity. These can be measured through both survey and informal feedback as well as division data.

Regarding year five DPSS metrics, our strategic plan will allow us to track our efforts around the three goals of diversity, equity and inclusion:

Diversity:
- Identify and increase representation of target groups at different levels through recruiting and professional development
Equity:
  ● Equitable professional development and hiring process
  ● Increased and clearly defined professional development opportunities
  ● All DPSS staff fully engage in DE&I training and educational opportunities

Inclusion:
  ● Review of staff surveys that include diversity proxy measures such as trust, fairness, and transparency
  ● Build better relationships and collaboration among staff across the division and all university members across campus
  ● Increased percentage of participation in diversity, equity and inclusion related activities
  ● Increase the utility of exit and turnover data and analyze for continuous improvement

PLANS FOR SUPPORTING, TRACKING AND UPDATING
The DPSS diversity, equity and inclusion program manager is the key steward of the plan in FY21. The manager will be responsible for the following:
  • Bi-monthly DPSS Diversity, Equity and Inclusion Implementation Team Leads Meetings
  • Monthly DPSS Diversity, Equity and Inclusion Implementation Team Meetings
  • Regular engagement with the DPSS Executive Leadership Team
  • Regular engagement meetings with the DPSS Executive Director

The manager will conduct a review of the plan through fall 2020 and gather feedback, which will be implemented throughout the year. A mid-year progress report will be presented to the DPSS Executive Leadership Team beginning in March 2021 and a final evaluation of year five will be presented to the DPSS Executive Leadership Team beginning in July 2021.

STRATEGY FOR CHALLENGES
As we move forward in our strategic plan, we understand addressing issues around diversity, equity and inclusion can be challenging. DPSS encourages conflict resolution to handle these situations. This strategy of dispute resolution helps promote new ideas and encourage a greater understanding between staff members. This is a positive strategy that can strengthen relationships.

DPSS encourages staff to resolve their concerns at the earliest stage. However, if such attempts are unsuccessful, we are committed to providing other avenues for resolution. Staff members are encouraged to contact their direct supervisor, DPSS Human Resources or union representative (if applicable). If that is not desired or feasible, staff may contact the Office for Institutional Equity, U-M Human Resources or other university resources.