



Office of the Vice President for Government Relations Diversity, Equity and Inclusion Strategic Plan

“At the University of Michigan, our dedication to academic excellence for the public good is inseparable from our commitment to diversity, equity, and inclusion. It is central to our mission as an educational institution to ensure that each member of our community has full opportunity to thrive in our environment, for we believe that diversity is key to individual flourishing, educational excellence and the advancement of knowledge.” *From President Schlissel’s Charge to the U-M Community for a Strategic Planning Process on Diversity, Equity and Inclusion, July 2015*

In 2016, the University of Michigan embarked on a broad based planning initiative to envision and seek to create a more diverse, equitable and inclusive university community. This work builds on UM’s history of consciously seeking to expand and enhance the teaching, learning and work environment in response to the changing world around us. This new initiative uses an expansive definition of diversity to include not only race and ethnicity but many dimensions such as socio-economic status, gender and gender identity, age, religious affiliation, sexual orientation and (dis)ability status to name a few. It also seeks to go beyond just attracting a diverse pool of students, faculty and staff but to examine our culture to make sure we strengthen and enhance elements that provide equal opportunity for success to all members of our community.

Promoting diversity throughout an institution takes people making a commitment to the work. It demands commitment at all levels throughout the organization over time to begin to make positive change. Thus every school, college and unit was asked to participate in this strategic planning process and to prepare a plan that holds each unit accountable for our collective success in creating a diverse, welcoming, equitable environment that better allows us to achieve our academic, scholarly and public service missions. The Office of the Vice President for Government Relations is committed to promoting diversity and moving forward the principles of equity and inclusion through our work with internal and external communities.

Who We Are

The Office of the Vice President for Government Relations is a small unit within the executive offices of the university. We have 16 employees in three physical locations: Ann Arbor, Lansing and Washington D.C. Due to the physical distance between staff, we functionally operate as 3 independent groups for day to day operations.

- Our Ann Arbor based staff consists of the VP and state government relations staff; our community outreach unit; and our professional support staff including administrative and online support.
- Our DC office has 4 staff members (including student employee) that focus on engaging with national legislators and organizations in support of the university's work.
- Our Lansing office has 2 employees that focus on community relations, outreach to Lansing and other mid-state communities, and supports the Wolverine Caucus activities.

At present, our staff is 81% female and 19% male. We are 86% white and 13% black. In terms of age/life experience, we are a majority of baby boomers, and most have worked at the University for 10 years or more. We have little staff turnover and have an open position every few years or so primarily due to retirement or relocation.

Much of our work is done with external constituencies and communities. We engage with local, state and national legislators; state and national organizations; Michigan communities; alumni; faculty; and students. In broad scope, we serve as a liaison between these external groups and the university community. In this context, we

- share relevant information created at the university that is of interest to communities/individuals
- advocate for support for programs and policies important to the work of the university
- connect communities/individuals with university resources – such as staff, faculty, students, facilities, or products and programs
- provide a mechanism for community voices within the university structure

Our work brings us into contact with a wide-ranging, diverse group of individuals, organizations and communities.

We engage with state and national legislators to support the work of the university – not only in its education and research activities but also as a large employer. Proposed and pending legislation can impact many aspects of the university. New laws may affect research funding or may impact aspects of student life or may impose new employer regulations that could be costly to implement. Over time, our staff has developed relationships in both Lansing and Washington DC that give us avenues to discuss and shape legislative activities. We analyze the impacts of proposed bills and work with our university community to help clarify appropriate actions and responses. We often facilitate conversations between faculty experts and legislators and/or their staff to help people understand complex topics impacted by legislation. We work with the university community to help them understand the impact of legislation. We provide advice to schools and colleges who want to advocate for particular programs or views regarding legislative matters. In both Lansing and DC, we work with other organizations such as university coalitions,

like the Big 10 universities, for example. We serve on boards and committees to represent the work of the university in larger state and national forums.

Our community relations/state outreach component serves the public mission of the university. We look for opportunities to engage university resources to address community priorities and challenges within Michigan when there is mutual benefit. We work with our local communities of Ann Arbor and Washtenaw County to make sure the university is a good neighbor. We visit communities throughout the state representing UM in forums such as chamber of commerce events, K-12 and community college activities, planning meetings, and social functions. We actively meet with community leaders, policymakers and other influencers to learn about their communities and organizations. We visit places outside of southeast Michigan on a regular basis and become a ‘face’ of the university to communities across the state. We share information about the university and serve as a first contact for people wanting to learn more.

The Government Relations unit has several keystone programs that we feature each year:

- Michigan Road Scholars Tour – a week-long traveling seminar about the State of Michigan for UM faculty
- Wolverine Caucus – a seminar series conducted in Lansing that brings UM experts to speak on topics of current interest
- Michigan Congressional Breakfast – an annual event held in Washington D.C. that brings together UM alums and D.C. policymakers.
- Michigan Outreach Directory – an on-going database of UM activities that are open for public participation
- Michigan Impact – an online communication to alums in the state of Michigan, sharing data about the UM’s economic impact and its activities in every corner of the state.

The nature of the work we do in this unit has been supported by a core group of long-serving employees that have engaged in building relationships over many years. We strive to keep relationships over time and build new ones that are beneficial to the university and to Michigan communities.

Data Gathering

This strategic planning initiative goes deep into the university. It is not being done by a centralized group – it seeks input from a wide variety of sources – staff, faculty, and students. It has created mechanisms to provide input through town halls, social media and the ‘BeHeard’ program. The goal is to assess as best we can, where we are starting from on this journey to a diverse, equitable, inclusive community. Although, we have supported past initiatives on a university wide basis, the department of government relations has done relatively little work internally to evaluate our own structure and vision in this area. So our starting point was to gather some initial data.

Survey

As our first step, we conducted a simple survey. The survey was intended to provide initial data about where we are, how we see our current operations relative to diversity, equity and inclusion and to solicit ideas for moving forward in this area. Ten out of fifteen staff members completed the survey. The survey was anonymous so no data was collected revealing the demographic profile of the actual respondents. Collecting such data might be useful in the future to determine if there are issues related to particular employee categories (ie new hires, administrative, management) that need attention.

Phone Interviews

In addition to the survey, phone interviews were conducted with staff from our Lansing and Washington D.C. locations to solicit any input, issues and ideas about engaging in this initiative from afar.

Data Analysis

The data gathering process indicated the following thoughts about diversity, equity and inclusion within the department.

- A diverse and inclusive workplace was described as including diverse kinds of people where there is open communication, different ideas are expressed and welcomed, there is mutual respect and acceptance and people feel they have a voice in decisions and making a contribution.
- There are divergent views of whether government relations currently could be described as diverse. Some feel that we are diverse on a variety of dimensions and others commented on the relative older, whiter skew of our employees thus concluding that we are not a diverse work group.
- Positive work environment elements were identified such as our breadth of experience to draw on, a sense of mutual respect among/between our staff, and people feeling included. Less positive aspects mentioned were too much similarity in age and life experience, people not feeling supported for their work equally, and limited opportunity to make change.
- There was an expressed need for planning and setting a vision for what we are trying to achieve with our efforts in this area.
- The need for training staff and new hires was identified. Multiple activities were suggested as ways to help staff learn more about and feel comfortable with a diverse environment including the need to interact with multi-cultural groups.
- There is a desire to use our work with external organizations to enhance the university's diversity, equity and inclusion initiative.

During the planning process, schools, colleges and units have been asked to think about a strategic plan that addresses the following domains:

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

After the survey data was collected, responses were sorted into these various domains. The data was then grouped into categories under each domain. The following chart lists the categories that emerged from government relations staff responses. (The chart also includes input from the phone interviews.)

<p>Recruitment, retention and development</p> <ul style="list-style-type: none"> • Hiring Criteria/Process • New Hire Training • Staff Training • Management Training/Vision 	<p>Promoting an equitable, inclusive community</p> <ul style="list-style-type: none"> • Improve Departmental Communication • Comply/Follow University DEI Program • Work Environment • Department Planning • Increase Intra Department Collaboration
<p>Education and scholarship</p> <ul style="list-style-type: none"> • Mentor Students from Under-Represented Groups • Engage with Alums and Feed Input Back into DEI Process/Plan @ U • Connect Under-Represented Community Members/Organizations with Faculty and Students • Support and Advocate Policies that Enhance Diversity, Equity and Inclusion in Higher Ed 	<p>Service</p> <ul style="list-style-type: none"> • Strategically Target Organizations • Communicate DEI Externally • Provide Input from External Organizations/Individuals to U

Strategic Objectives

This initial planning phase has allowed our unit to begin to think about diversity, equity and inclusion as they apply to our own work. But it is just a start. We’ve collected some minimal data but have not yet heard from all staff voices. Our data thus far has revealed that we need a deeper dive into this topic to understand how well our current operations and defacto unit culture is furthering the ideals of diversity, equity and inclusion. Therefore, our strategic objectives for this first year of the plan focus on continued data gathering, staff development and using data to examine our current operations to identify areas for improvement.

Strategic Objective: Recruitment, Retention and Development

One of the findings from our initial survey was the feeling that government relations as a working group does not represent the kind of diverse life experience and perspectives that we might want to see. As stated earlier, our workforce is majority female and skews older and has had this make-up for the last 5-10 years. Given that our employee turnover is relatively low, position openings may only occur every 2-3 years. When openings do occur, we typically get a lot of applicants – often hundreds for an open position. We currently have a multi-step process from application review to initial screening interviews to finalist interviews often with multiple team members. Although we get a large applicant pool and our process is inclusive, our staff make-up is still fairly homogeneous – at least on race/ethnicity and gender.

There may be factors such as unconscious bias that come into play as we select, interview and hire new employees. With a broad definition of diversity, it is also possible that our staff is diverse on other parameters that we may not be assessing at present. Or it may not be that our applicant pool is not diverse but our internal criteria is resulting in a ‘status quo’ composition of our staff. In order to begin to explore this and other possible factors at play, we propose engaging staff in discussions about key hiring criteria and skills needed within our department that might enable us to create a more diverse team and exploring staff development opportunities around ‘unconscious bias’ or other topics that can help us recognize what may be influencing our hiring decisions.

Objective 1. Develop recruitment and hiring practices that attract and successfully hire a demographically diverse staff through strategies and actions that are consistent with law.

FY 16 Actions:

- As part of an overall exploration of workplace climate related to enhancing diversity, equity and inclusion within the unit, identify key aptitude, attitudes skills and experience we’d like to have represented in the unit as a whole.
- Schedule a staff development session during a fall staff meeting dealing with unconscious bias or another topic related to hiring decisions and/or best hiring practice.

Measures:

- Document describing key employee characteristics related to commitment to and experience with diversity that can be used to create new job descriptions and postings when position openings occur that are consistent with law.
- Language to modify job descriptions to reflect the desired criteria and is consistent with law. Check in with central HR to review language.
- All staff will participate in fall staff development session and complete an evaluation that includes suggestions for further training topics.

Strategic Objective: Promoting an Equitable and Inclusive Community

Our simple survey results indicated both positive and negative aspects of the culture within government relations. The simple seven-question survey we conducted focused primarily on broad diversity, equity and inclusion concepts and did not really get at issues related to our internal culture and whether it is or is not achieving our vision of an equitable, inclusive work environment. It is clear that more information is needed to fully begin to assess what aspects are working and where we need to focus attention for improvement. For example, as we currently function, do we have clearly understood career pathways – particularly for early career staff? Do we have sufficient communication mechanisms in place so people feel they know what's going on? When things aren't working and there's conflict, do staff know what to do - how to raise contentious issues? Our data collection to date doesn't provide sufficient information to answer these questions. We need to do a more robust climate study to provide this data. Once the climate study is conducted, we can review the data and schedule follow-up discussions with staff to develop new strategic objectives to address any areas of concern. As stated earlier, staff discussions around the issues of equity and inclusion are new to this unit in a broad sense. Having a starting point for these conversations based on climate study data, will let us focus our attention on the most important areas.

Due to time constraints, schedule conflicts and travel requirements, we have not had an opportunity to have an all-staff group discussion focused on these issues. Since starting the planning process, we recognize the need to provide a broader forum for discussion. Our various internal groups do different work focused on different constituencies and we need to have conversations across these boundaries to flesh out how each part of our organization contributes to enhancing diversity, equity and inclusion within the unit. It will also help us to solidify our common goals in this arena and to strengthen our collective commitment.

Objective 1. Assure all staff feel recognized and supported

FY 16 Actions:

- Conduct climate study to assess staff's current satisfaction with working in government relations.
- Hold an all-staff facilitated retreat focused on planning for and implementing DE&I initiatives within government relations.

Measures:

- Summary report of climate study findings highlighting key areas for improvement
- Summary of information captured during all-staff retreat
- Schedule informal 'brown bag' sessions for follow-up conversations
- Develop new performance evaluation form that includes goals related to diversity, equity and inclusion principles.
- Revised strategic objectives if appropriate

The topic of interacting with/ being exposed to ‘multi-cultural’ situations was raised multiple times in our survey results. Over the next year, we may begin to explore this concept of multi-cultural competency through staff development. For example, state outreach staff have been working with the federally recognized tribes in the state and yet the learning from interacting with the Anishnaabe culture has not been broadly shared within the unit. Given the relationships built in this community, it would be possible to have a guest speaker come and give us a cultural awareness session. Undoubtedly, there are other activities within the department where relationships have been developed with key individuals and organizations that might be called upon to help us grow our cultural competencies as a unit.

Staff development for all of our staff at one time is difficult due to the three physical locations – one of which is out of state. There has never been a time when all staff were in the same physical location at the same time. We would have to designate time and budget to make this happen. We do however conduct a monthly staff meeting via conference call that may be used for development activities and/or discussions. This meeting currently is focused on staff activity updates but since most staff attend - it offers an opportunity. Being a small unit, we’d like to include all staff in this conversation but figuring out ways to do it will be a challenge that we need to think about creatively.

Objective 2. Increase cross-cultural competencies for all staff

FY 16 Actions:

- Investigate available resources for staff development that meet the needs of staff not only in Ann Arbor but in Lansing and Washington D.C. as well.
- Require staff to add a training goal for annual review related to diversity, equity and inclusion that helps expand our cultural competency/awareness. Staff may attend an existing training session on their own or facilitate group session such as a guest speaker or, if they prefer, sharing personal culture/heritage.

Measures:

- Resource list of relevant training opportunities available to staff
- % of staff completing/facilitating training
- Written evaluations of individual training sessions will be shared via email prior to monthly staff meeting so that other staff can ask questions/discuss the topic if desired.
- Staff meeting discussion opportunity for any group session provided

Strategic Objective: Service

The desire to intentionally use our work with external organizations to expand and enhance the university’s diversity, equity and inclusion initiatives was expressed often in our survey results. This was expressed in a variety of ways such as ideas for bringing diverse groups to campus or identifying best diversity and inclusion practices or simply to bring information from these

external communities into the university process. There are a variety of current on-going activities that can serve as starting points to expand our efforts in the service domain.

In government relations, we interact with a wide variety of organizations such as state and national coalitions, legislative offices, local units of government, economic development groups, chambers of commerce, neighborhood associations and community service organizations. We attend events held throughout the state representing the University of Michigan hosted by such organizations. We serve as a bridge between these groups and the university and often are asked to find a speaker or identify other expertise located within our community to assist them. The external nature of our work provides avenues to share the work the university is engaged in around diversity, equity and inclusion. It also gives us a chance to attend sessions on the topic hosted by others. For example, a staff member recently attended a diversity forum held in Grand Rapids. Regularly attending meetings with groups such as the Tribal Health and Education Directors give us an opportunity to update them about the diversity, equity and inclusion initiative and to solicit input from them.

Objective 1. Strategically target interactions with organizations that enhance the university's ability to meet its diversity objectives.

FY 16 Actions:

- Identify a key set of organizations (and forums) that we currently work with and brief them on the university's diversity, equity and inclusion initiatives. Solicit feedback if appropriate.
- Attend forums/seminars related to diversity topics hosted by other organizations especially those focused on diversity in higher education.
- Collaborate with other University units: communications, Office of the President, admissions, as well as with external entities like the Alumni Association, to broaden the public's knowledge of the DE&I activities and why it is important

Measures:

- # of organization briefings
- Staff will give a summary of any sessions attended as part of their update during the monthly staff meeting
- # of opportunities co-created with partners both within and outside of the University

We can also take advantage of the Michigan Road Scholars program which we plan and implement. In addition to giving faculty the chance to learn more about the state of Michigan, we plan the program to encourage them to develop community engagement activities in their own work. We visit a wide variety of organizations from large businesses such as General Motors to small companies like Kalkaska Screw Products. We have talked with school district leaders from Grand Rapids to rural St. Ignace. We always include a stop with one of the 12 federally recognized sovereign nations in the state. We have visited neighborhood associations in Detroit working to revitalize the city and talked to farmers in the U.P. We have had dinner with UM alums at a country club and eaten lunch in a prison. The program is built to highlight the

diversity of the state. It provides a substantial base from which to expand our work with faculty to facilitate more service opportunities. Recently, the Road Scholars program has resulted in university faculty working with the Hispanic Development Corp. in Detroit and the Sault Ste. Marie Tribe of Chippewa Indians in the Upper Peninsula. We encourage and support these projects but there is currently no formal and consistent mechanism to facilitate/support post-trip activity.

Objective 2. Expand the scope of the Michigan Road Scholars program to encourage and support post-trip service opportunities.

FY 16 Actions:

- Conduct a review/planning session for the Michigan Road Scholars program open to all staff to review program goals and activities and discuss potential enhancements.

Measures:

- Develop a list of strategies generated during planning meetings that could be implemented the following year.

Strategic Objective: Education and Scholarship

There are several areas of our work that relate to the domain of Education and Scholarship. Our survey pointed out that many of our staff work with students. Both Ann Arbor and D.C. hire student workers providing opportunities for students to get exposed to the field of government relations. Our Lansing office facilitates presentations of student work in Lansing venues. Staff have served on panels reviewing student projects, selecting students for Washington internship program, and on committees supporting students such as the powwow planning committee. These interactions provide an opportunity for more pro-active mentoring of students.

Community Relations and State Outreach look for opportunities for the university to help communities. When specific needs are identified and there is interest in working with the university, we look for an interested faculty member or internal organization that can help. This often creates learning opportunities for students in the form of projects addressing the needs of the community organization. Staff has also worked with schools and colleges to make connections with community organizations to expand internship opportunities for students and to develop new programs such as Camp Kinomaage. Most of these connections take time to develop. This is an area where we need more thought, so over the next year we need to continue the discussions in our work teams to determine how best to provide value in this domain.

Objective 1. Continue to expand and cultivate relationships with community organizations including organizations that serve or represent under-served communities.

FY 16 Actions:

- Schedule visits with new organizations in out-state communities that may be interested in learning about the university’s diversity, equity and inclusion initiative.
- Continue staff discussion about this domain to further clarify strategies for future consideration

Measures:

- Summary of conversations w/ new organizations shared as part of updates during staff meeting.
- Agenda item on work team meetings to keep focus on the topic over time.

We currently plan and implement the Wolverine Caucus program in Lansing. It provides a forum for sharing university research/expertise with the public and since it’s held in the capitol city, it can focus on current topics relevant to legislative activities to help educate those involved in the process of law making. This program provides an opportunity to include topics related to diversity in education that might be of interest.

Objective 2. Work with Wolverine Caucus planning committee to promote speakers covering diversity-related topics

FY 16 Actions:

- Discuss concept with planning committee.
- Identify speakers on campus that have relevant expertise.

Measures:

- List of potential speakers and their expertise.
- Scheduled speaker focused on diversity topic.

Action Plans

Recruitment, Retention and Development

Key Constituency	Strategic Objective	Measures Of Success	Detailed Actions Planned (measurable, specific)	Group/ persons accountable	Resources needed (if applicable)
Staff/Managers	Develop recruitment and hiring practices that attract and successfully hire a	Key desired employee characteristics related to diversity	As part of overall exploration of workplace climate include discussion to identify key aptitude, attitudes, skills and experience that would help us achieve increased diversity in	Hiring managers/HR	

Key Constituency	Strategic Objective	Measures Of Success	Detailed Actions Planned (measurable, specific)	Group/ persons accountable	Resources needed (if applicable)
	demographically diverse staff through strategies and actions that are consistent with the law.		staff over time. Once identified, develop language that can be included in our job descriptions to attract applicants with the desired qualities. Check in with central HR to review proposed language.		
		Training session on 'unconscious bias' during fall semester	Expand awareness of unconscious bias and other potential influences in our hiring through staff development. Since we currently have no open positions, use this time to educate and build a base of knowledge in staff.	DEI Planning Lead	Cost associated with hiring UM group to deliver training session.

Promoting an Equitable and Inclusive Community

Key Constituency	Strategic Objective	Measures Of Success	Detailed Actions Planned (measurable, specific)	Group/ persons accountable	Resources needed (if applicable)
Staff	Assure all staff feel recognized and supported	Summary report of climate study findings highlighting key areas of concern	Conduct climate study to assess staff's current satisfaction with working in government relations.	DEI Planning Lead	There will be a cost to have an external group issue and analyze study
		Written summary of information captured during retreat	Hold an all-staff facilitated retreat focused on planning for and implementing DE&I initiatives within government relations.	VP/ DEI Planning Lead	A retreat including all staff in the same place will require travel budget
		Develop new performance evaluation form that includes goals related to DE&I work.		VP/Directors	
Staff	Increase cross-cultural competency for all staff	Resource list of relevant training opportunities	Investigate available resources for staff development	Administrative staff	
		% of staff completing training Written evaluations of individual training sessions will be shared via email prior to monthly	Require staff to add a training goal for annual review related to diversity, equity and inclusion that helps expand our cultural competency /awareness. Staff may attend an existing training session on their own or facilitate group session such as a	Staff	

Key Constituency	Strategic Objective	Measures Of Success	Detailed Actions Planned (measurable, specific)	Group/ persons accountable	Resources needed (if applicable)
		<p>staff meeting so that other staff can ask questions /discuss the topic if desired.</p> <p>Staff meeting discussion opportunity for any group session provided</p>	guest speaker or sharing personal culture/heritage.		

Service

Key Constituency	Strategic Objective	Measures Of Success	Detailed Actions Planned (measurable, specific)	Group/ persons accountable	Resources needed (if applicable)
Staff/Community Organizations	Strategically target interactions with organizations that enhance the university's ability to meet its diversity objectives.	Number of organizations updated	Identify a key set of organizations (and forums) that we currently work with and brief them on the university's diversity, equity and inclusion initiatives. Solicit feedback if appropriate.	Staff	
		Staff will give a summary of any sessions attended as part of their update during the monthly staff meeting	Attend forums/seminars related to diversity topics hosted by other organizations especially those focused on diversity in higher education.	Staff	
Staff/Faculty	Expand the scope of the Michigan Road Scholars program to encourage and support post-trip service opportunities.	Develop a list of strategies generated during planning meetings that could be implemented the following year.	Conduct a review/planning session for the Michigan Road Scholars program open to all staff to review program goals and activities and discuss potential enhancements.	MRS Team	

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Education and Scholarship

Key Constituency	Strategic Objective	Measures Of Success	Detailed Actions Planned (measurable, specific)	Group/ persons accountable	Resources needed (if applicable)
Staff/Community Organizations	Continue to expand and cultivate relationships with community organizations including organizations that serve or represent under-served communities.	Summary of conversations w/ new organizations shared as part of updates during staff meeting.	Schedule visits with new organizations in out-state communities that may be interested in learning about the university's diversity, equity and inclusion initiative.	Team Leads	
		Add Agenda item to work team meetings to keep focus on the topic over time.	Continue staff discussion about this domain to further clarify strategies for future consideration	Team Leads	
	Work with Wolverine Caucus planning committee to promote speakers covering diversity-related topics	Scheduled speaker focused on diversity topic.	Discuss concept with planning committee.	Lansing Center Director	
		List of potential speakers and their expertise.	Identify speakers on campus that have relevant expertise.		

At this stage, we are focused on continued data gathering, planning and building staff awareness through training. We need to better understand where we need improvement before we can develop effective action plans. We can recognize just by looking that our staff is not as diverse as we might want it to be. But are there specific activities or perspectives that are inhibiting achieving a more diverse group? In addition, we have little data to know how staff are feeling about our departmental culture. Are they satisfied? Are there areas we need to address? Are people feeling supported and acknowledged? Do people feel their work matters? We might begin to answer these questions through the proposed climate study and begin to identify key areas of focus for our diversity, equity and inclusion activities in subsequent years.

This initial plan will get us to look at our current operations. To move forward, we need to actively carve out time to engage in the work proposed here. We will also need new knowledge, skills and tools to move forward effectively. Focusing on staff development and engaging more staff voices in the process will begin to create a common base for us to build on.

Since we are a small department, it will take shared commitment and responsibility to complete specific action items. Dana Sitzler, Associate Director of State Outreach will serve as our diversity lead for the first year of the plan. Key status updates will be given quarterly at our monthly staff meetings or more often if appropriate. This plan will be reviewed and updated at least annually.