VI. Academic Innovation - Year Two Action Planning Table -- All <u>new</u> except where noted.

Area and Accountability (Currently All in Group)	Strategic Objective	Measures of Success
Recuitment, Retention, and Development Group Lead: Amy Homkes-Hayes Group Members: Lauren Atkins Budde, Mike Daniel, David Lawrence-Lupton, Dave Malicke, Sarah Moncada, Trevor Parnell, Kushank Raghav, Ollie Saunders	Improve Office of Academic Innovation inclusive recruitment practices (in consultation with the Office of the General Counsel) with specific attention to women in technical roles, people of color (poc), and/or those with disabilities.	The diversity of the AI staff will continue to grow with increased percentages of women and POC applying to AI jobs.
	Strengthen Office of Academic Innovation onboarding schema to explicitly address difference (i.e. by role, new to U-M versus not, etc.) ensuring an equitable and individualized process for each new AI hire. (*Continued from FY17: Continue to expand our peer mentoring and onboardng programs.*)	The AI onboarding process will be codified to include DE&I goals such as communicating to new hires why we value and how we align with DE&I, enabling new hires to choose specific onboarding practices responsive to their needs, and lengthening the onboarding process throughout the first year of hire. *(Continued from FY17: Rollout new program.)*
	Create mechanisms for acculturating new staff to AI while finding ways for new staff to diversify the AI community.	The AI team will have tried new techniques for building community within AI with attention to retaining staff; The AI team will have developed ways for new staff to explicitly share their skills and abilities for the AI team to leverage.
	Design personalized professional development opportunities for AI staff responsive to individual goals and in alignment with AI DE&I goals; realize more continuity between professional development plans.	The AI staff will work towards individualized professional development incorporating goals set from the annual review process and AI wide DE&I goals. AI will have put into place mechanisms for continuity between professional development opportunities.
	Respond to "whole person" retention strategies finding ways to increase the flexibility and responsiveness of AI to staff differences.	The DE&I RRD subgroup will have recommended to AI leadership ways to promote and fulfill flexible and responsive workplace practices responsive to the diversity of AI staff while not mitigating the quality and quantity of AI work.
Education and Scholarship Group Lead: Erin McCann Group Members: Jeff Bennett, Alex Hancook, Caitlin Holman, Marie Hooper, Noni Korf, Cinzia Smothers	Expand upon our accessibility efforts.	Exploring podcasts and/or audio-only MOOCs; Highlighting our accessibility efforts, areas of focus and/or best practices through blog posts, a style guide for accessibility and/or other resources; Exploring opportunities to receive feedback on our accessibility efforts through focus groups or other approaches; Exploring opportunities to receive feedback on our accessibility efforts through focus groups or other approaches.
	Reach new audiences with our messaging and initiatives (in consultation with the Office of the General Counsel).	Sharing student event invitations with all schools/colleges; Increasing awareness of Academic Innovation initiatives/offerings intended for non-native English speakers; Increasing Teach-Out awareness and enrollment among pre-college learnersIncreasing Teach-Out awareness and enrollment among pre-college learners; Increasing awareness of DIG tools among student audiences not yet using DIG tools; Increasing awareness among women/girls in tech through an event and/or other outreach effortsIncreasing awareness among women/girls in tech through an event and/or other outreach efforts; Showcasing representative stories and examples through our MOOCs and other initiatives; Showcasing representative examples of our team.

	Continued from FY17: Create a collection of MOOCs with topics related to DE&I.	Continued from FY17: Work with faculty to create more such courses and tools as feasible.
	Continued from FY17: Be intentional about the communities we reach out to, including those preparing for college (teachers and learners).	Continued from FY17: See PreCollege Learner Report - continue conversations with those interested in exploring possibilities. Create specific tasks that can be accomplished in FY18.
	Continued from FY17: Include DE&I principles when guiding faculty during course or project design.	Continued from FY17: Continue to plan for visible documentation of how DE&I issues that arise during creation of MOOCs or tools are addressed.
This item only: Christopher Brooks	Continued from FY17: Work with other universities on a tool that will leverage diversity in the classroom.	Continued from FY17: A second tool is being developed that will focus on residential learners at U-M.
Promoting an Equitable and Inclusive Community Group Lead: Reggie Plahta Group Members: Kati Bauer, Megan Taylor, Jen Vetter	Work to build AI wide support and work on why we as a group would benefit from being more inclusive. Everyone brings to the table different skills, experiences, perspectives and new solutions.	Employee Spotlight monthly or quarterly; Celebrate diverse expertise and experiences, across a wide range of domains (e.g., development, design, behavioral science pedagogy); Value both soft and tech skills; More than just tech expertise; Value both academic and life experiences that inform projects; Value our current student/interns and get to know them personally etc.; Place more of an emphasis on cross-lab perspectives and ideas.
	Improve communication channels and keep ideas fresh.	Intranet: Make it more user-friendly and welcoming; all documents need to be updated and monitored; Send reminders that this exists as a resource; Faster Slack account set-up and acclimation/training from a co-worker; Create an AI-wide newsletter that includes information from all three labs (birthdays, life events, informational and fun, similar to DIG newsletter); Create an idea jar to serve as a feedback mechanism and a way to share information or ideas that people may wish to offer anonymously (e.g.,"Can we have a policy on whiteboards…", a place for anonymous questions); Seek to create more opportunities for staff to provide "360º feedback" to each other through infrastructures that allow for communication flow; Create input and feedback channels - so all staff feel listened to. Make sure to have a process in place so responses can be made to all.

Promoting an Equitable and Inclusive Community Group Lead: Reggie Plahta Group Members: Kati Bauer, Megan Taylor, Jen Vetter	When someone new joins AI get them involved and make them feel welcomed.	Establish a standard orientation held once per month to help new employees understand all three labs within AI (physical walk-through AND description of what each lab does, information about the tools, perhaps even all given by the same person); Acclimate to campus (physical walk or map review); Monitor calendar invites (past, present, and future) - especially for past events and groups that have already been formed (make sure new hires are invited to all upcoming events, monthly calendar sent out in AI newsletter); Create a standard process/list for workstation set-up (ordering monitors/supplies); Establish a mentor or buddy system - assigning a friend or buddy to answer questions; Standardized AI onboarding process/information; Establish a standing Happy Hour or Brown Bag Lunch to welcome new employees - once/month or quarterly to welcome all new employees in that timeframe and help them get to know more people in the office; Create a culture at all internal events where each team member says their name; Establish open quarterly get-togethers for small groups across all labs (for example, as we did with the values lunches); Give new hires swag on their first day (water bottle, sticker, t-shirt etc.)!!
	Have a commitment towards DE&I. Create a safe environment for courageous conversations.	Create or establish more physical spaces for safe conversations; Include updates in the AI-wide newsletter about our DE&I efforts (for example, the scavenger hunt).
Service Group Lead: Camille Ulrich Group Members: Holly Derry, David Lawrence-Lupton, Tim O'Brien, Rebecca Quintana, Carly Thanhouser, Steve Welsh, Mike Wojan	Raise awareness about current accessibility efforts and opportunities within AI initiatives	The percentage of Office of Academic Innovation (AI) initiatives reporting some amount of accessible features.
	Promote and encourage Office of Academic Innovation (AI) staff service	Identify the percentage of team members who participate in efforts at the University and within our local community that are within the theme of diversity, equity and inclusion.
	Report on the progress that the Office of Academic Innovation (AI) has made in areas of accessibility efforts and staff service	The level of engagement we see with our content and within service efforts by staff