M

**ORGANIZATIONAL
LEARNING**

UNIVERSITY OF MICHIGAN

FY2023
ANNUAL REPORT

MISSION
Empowering people through lifelong learning

VISION
To be trusted partners in developing people, building organizational capacity and inspiring a culture of lifelong learning

FY23 TEAM

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Project Manager

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OVERVIEW

In his January 2023 message to the university, President Santa J. Ono announced **our new set of values**:

- **Integrity:** We act with honesty and take responsibility for our actions.
- **Respect:** We act in a way that acknowledges the humanity and contributions of each individual.
- **Inclusion:** We create an environment where all can participate, are invited to contribute, and have a sense of belonging.
- **Equity:** We create conditions that provide everyone an opportunity to thrive.
- **Diversity:** We welcome, acknowledge and appreciate our similarities and differences.
- **Innovation:** We promote creativity and curiosity to tackle challenges and inspire new ideas.

For the first time in our university's rich 200-year history, these new core values will serve as a guide. We have an opportunity to build a culture that can help create a better future. Our goal is that all who come to our campuses can feel our values permeate through their experience at U-M.

To do this, we must integrate the values into what we do! As President Ono stated, "Words are not enough — our behaviors matter. And as citizens of this university, we must be accountable to ourselves, and to one another." This means that the real work lies ahead of us. What would the workplace look like if we guided everything we did by those values? What would change? What could improve?

While the **Culture Journey** initiative identified values for our university, we know that culture is not owned by one entity alone. Creating a culture aligned with our mission and values is a collective effort, and we thank you for joining us on this journey.

We are working to provide the tools, programs and resources to support you in this Culture Journey. Our goal is to foster the development of a values-driven organization. As we move into **DEI 2.0**, we have a specific programmatic focus on moving from awareness to behavior change and teaching targeted skills. In response to the particular needs of our faculty and staff, we designed a Leadership 101 series. The series aims to provide critical knowledge to our leaders on their roles and responsibilities. Leaders can develop skills to create a work environment resistant to retaliation and supportive of our diverse community.

To top off a wonderful fiscal year U-M was the institutional host for the **45th Annual Michigan ACE Women's Network Conference**. Over 275 participants from public and private colleges and universities across the state of Michigan attended two days of programming centered around supporting women in higher education. The conference theme, *Women Lead in a New Era of Higher Education*, provided an opportunity to address issues of:

- Gender disparity
- Changing work structures due to the COVID-19 pandemic
- Living in a post-Roe v. Wade world
- And more

The annual conference strives to create an environment for professional development by welcoming individuals from diverse backgrounds to share insights from their respective institutions. U-M will be hosting once again at the Suburban Collection Showplace on June 10-11, 2024. Save the date and stay tuned for more details!

Looking to the future, we are exploring new technologies such as virtual reality, machine learning and artificial intelligence. Our hope is to create innovative ways to deliver more impactful learning to our faculty and staff.

As we build on the programming and initiatives, I am inspired and excited about what the future holds. Together, we can create a values-driven culture.

Sonya Jacobs,
Assistant Vice President, Workplace Culture and Experience, Chief Organizational Learning Officer

CULTURE CHANGE INITIATIVES

CULTURE JOURNEY

The Culture Journey is a presidential initiative intended to reinforce the university's commitment to changing the culture across our campus to one that is guided by our core values, and where all members of the U-M community – students, faculty, staff and visitors – feel safe and supported.

A team of OL staff members continues to steward the Culture Journey. In FY23, milestones included:

- Launched an Ann Arbor campus-wide poll considering possible values with 2,886 respondents
- Conducted nine faculty and staff focus groups with 58 participants
- Carried out a virtual Community Assembly with 1,228 participants
- Launched an Ann Arbor campus-wide poll about clarifying statements with 2,996 participants
- Launched an Ann Arbor campus-wide poll to generate example behaviors to accompany the values with 260 responses
- Conducted three Community Forums with 119 participants

President Ono announced the **university's values** in January and they are: integrity, respect, inclusion, equity, diversity and innovation.

DIVERSITY, EQUITY AND INCLUSION (DEI) AND CULTURE CHANGE

Organizational Learning supports learning across the organization to create a values-based culture where everyone can thrive.

This includes education and training, leadership development, providing resources for our DEI Implementation Leads, and supporting facilitators through our Facilitator Engagement Program (FEP). We also lead affinity groups, develop tools and help to align our people-management processes. Here's a snapshot of just some of our culture change work:

Anti-Racism Online Subscription Primer

102 new subscribers | 997 members of Slack channel | 202 PDF Quick Start Guide downloads

This primer is designed to guide participants on their anti-racism journey through learning, reflection and action. Launched in the summer of 2021, it has continued on through FY23 and reached 200+ additional participants, providing two options: a quick start self-guided course or an email subscription. The primer was also extended to our Michigan Medicine affiliates at Metro Health.

"*Thank you so much for offering this... I really valued the action steps and resources each week. I made sure to do some of them with my family, for they can benefit from this too. It has been very valuable, helping us all to stand against racism and be anti-racist.*"

Change It Up:

4 offerings | 203 participants

Change It Up! provides opportunities for participants to discuss and practice how to leverage bystander intervention skills within their campus communities.

> "*I really appreciated the time we took at the beginning to acknowledge our identities and privileges and to situate our interventions in that awareness. That was exemplary.*"

Building a Culture That Thrives: Preventing Retaliation (asynchronous)

6,553 completed the module in FY23

This online module provides information about preventing retaliation and protecting those who report improper behavior in support of the Protection from Retaliation policy. All U-M faculty and staff members, regardless of campus or location are highly recommended to complete the retaliation prevention online training. This includes temporary staff, student employees, bargained-for staff and graduate student employees. The module launched in Fall 2022.

Cultivating a Culture of Respect (asynchronous)

17,364 completed the module in FY23

A mandatory foundational awareness module that provides information about maintaining a respectful, inclusive and equitable working and learning environment free from sexual harassment and misconduct.

Culture Change Foundations: Improving Workplace Climate

4 offerings | 375 participants

This foundational course guides learners through the first step in embarking on a culture change journey. Participants will learn to define culture, climate and how they are interrelated.

> "*I really enjoyed how the distinction between "climate" and "culture" was explained. I particularly appreciated how changing culture was broken down into doable steps/goals that can actually be done and met. I am going to implement a suggestion made and include it in this year's valuation goals section to work on during the upcoming year.*"

Disability Awareness and Inclusion

1 offering | 107 participants

This course is intended to raise disability awareness and open discussions provide new practices and language to encourage a more inclusive environment.

> "*I appreciated learning more about the nuances of disability inclusion (differences between law, social context, perceptions, etc.). I also liked the recommendations given to help me make my own actions/words/etc. day-to-day more inclusive.*"

Institutional Strategies for Interrupting and Mitigating Bias in the Workplace

1 offering | 17 participants

This course will help participants identify institutional bias in the context of a university environment and understand the relationship between bias and culture. Participants will leave the workshop with a change model designed to overcome institutional bias.

> "*I really appreciated being able to connect with folks from across the University and hear their perspectives. So often, I feel we get siloed into our own departments/units, and it's helpful to hear from other voices on what has worked for them or to just hear about similar challenges we are all facing. The facilitators also created a supportive and safe space to share and be "messy" in the process, rather than perfect, which was helpful to learning.*"

Leadership and Culture: Creating a Positive Work Environment

1 offering | 43 participants

This foundational course provides leaders with the tools and knowledge to lead a successful culture change journey within their team.

"*I appreciated many of the concrete tips provided (e.g., asking employees how they would like to be recognized/rewarded). I also really enjoyed the reminders about culture vs. climate.*"

Leading DEI with Equity Analytics

1 offering | 43 participants

This was a special one-time offering in partnership with the Ross School of Business. Greater sensitivity to societal inequality and a diversifying population has led many leaders to ask if their organizational practices create disparities in opportunity and/or outcomes for employees, customers, suppliers and other stakeholders. This workshop provides the analytical skills to answer such questions.

This program was facilitated by Chris Rider, the Thomas C. Kinnear Professor and associate professor of strategy at the Ross School of Business. Professor Rider's research examines how classic strategic management issues – firm founding, competition and survival – shape societal inequality.

LGBTQIA+: An Introduction to Inclusive Language

5 offerings | 607 participants

This course aims to shift our culture to be more LGBTQIA+ friendly. When it comes to attractionality and gender identity, language is so important. It helps us to acknowledge, respect and affirm the diversity of bodies, genders and relationships that exist at U-M.

"*I found the way they introduced and clarified terms was beneficial to my learning style and has made it easy to remember and enact them in my day-to-day.*"

Micro-Consulting Services

42 micro-consultations for 38 units/departments

Micro-consulting is a short burst of work that is focused on a specific topic and is delivered and acted upon quickly. Consultants engage with units who require additional expertise to supplement their in-house knowledge to tackle small projects and achieve business goals/objectives.

Stepping-In for Respect

General sessions: 1 offering | 1,619 participants

Unit sessions: 8 offerings | 146 participants

Designed in collaboration with UVA Health, Stepping-In for Respect is a bystander intervention training intended to cultivate a culture of respect and inclusion amongst colleagues and leaders, positively impacting the workplace environment and healthcare delivery.

Workshop participants will learn and practice strategies for how to step in when witnessing or directly experiencing disruptive behaviors. Facilitators prepare participants to turn difficult conversations into productive ones to stop disrespectful behaviors, reinforce our core values, and create our desired culture.

"*Having breakout sessions to "role play" or discuss the information was very helpful. Having groups that were not all in types of positions was helpful to explore how each area--ex. front desk staff, clinicians to supervisors, may have to handle the situations.*"

Unconscious Bias Learning Suite (asynchronous)
100 participants
This course provides a review of bias, and explores what bias can look like and how it shows up in the workplace. Participants specifically look at the types of bias common in the workplace and platforms that allow bias to thrive, while discussing strategies to interrupt and mitigate bias.

"*The module was helpful to take a moment to think about the issue of Unconscious Bias and also build strategies to address them in myself and when they are visible from others.*"

Unconscious Bias in Recruiting and Hiring (asynchronous)
797 participants
This course provides a deeper look into how unconscious bias impacts decision making during the hiring process while looking at interventions to minimize the impact of bias in our hiring and selection processes.

"*I appreciated the fact that this class was mandatory [in my department] before I conducted interviews. It was a very important topic and taking this course helped me better prepare for the interviews with questions that better mitigated bias than I could have without access to these resources.*"

Understanding Privilege
9 offerings | 852 participants
In this interactive session, participants explore the nuances around privilege as it relates to diversity, equity and inclusion in the workplace.

"*This was one of the most profound OL learnings that I have done in many years. This is such a timely subject and was presented so well.*"

In Gratitude for our OL/WCE DEI Partnerships 2023
- Center for Research on Learning and Teaching (CRLT)
- College of Literature, Science, and Arts (LSA)
- Dr. Kelcey Stratton, MM Office of Counseling and Workplace Resilience
- Dr. Reshma Jagsi, MM Radiation Oncology
- Equity, Civil Rights, and Title IX (ECRT) and Prevention Education, Assistance & Resources (PEAR)
- Human Resource Records and Information Services (HRRIS)
- Information and Technology Services (ITS)
- Michigan Medicine Anti-Racism Oversight Committee
- Office for Diversity, Equity and Inclusion (ODEI)
- Michigan Medicine Office for Health Equity and Inclusion (OHEI)
- The National Academies of Sciences, Engineering, and Medicine (NASEM)
- The Program on Intergroup Relations (IGR)
- Sexual Assault Prevention and Awareness Center (SAPAC)
- Student Life
- University Human Resources (UHR)
- University of Virginia (UVA) Collaborative
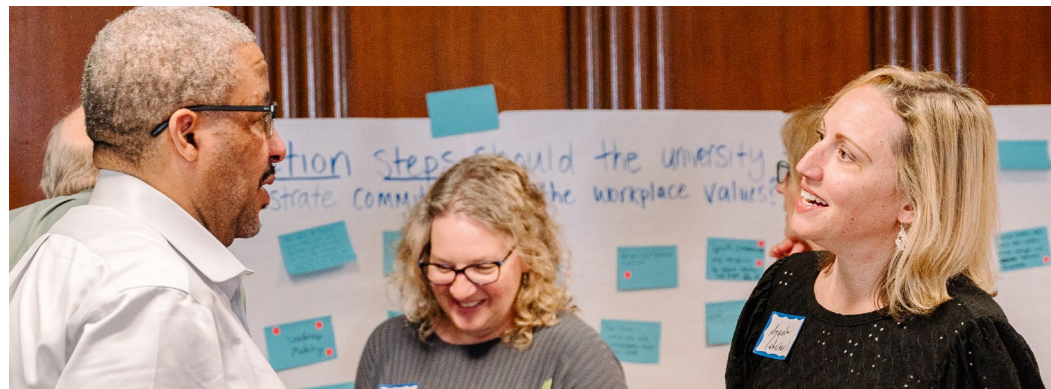
LEADERSHIP DEVELOPMENT

Organizational Learning is the university's central department for leadership development, and collaborates with campus partners to provide level-specific and organization-wide development programs and resources. To more effectively and efficiently meet the needs of our early career leaders, we created more opportunities for future supervisors to develop their knowledge and skills this was accomplished by adding a Leadership 101 curriculum in FY23 comprised of five courses. This curriculum is also available to experienced leaders who may need refresher training on these core management responsibilities.

Total attendance for all leadership development programs: 1,546 (466% increase from FY22)

LEADERSHIP 101 CURRICULUM (NEW FY23)

Introduction to Leadership

4 sessions | 504 participants

Designed to assist faculty and staff in developing the essential leadership skills necessary to lead a team of individuals at U-M.

"*As an introductory course, I felt going over some of the basic groundwork was important, supplying terms we should all be aware of.*"

Transitioning from Peer to Supervisor

3 sessions | 442 participants

Focuses on practical strategies to create greater self-awareness and establish new habits to enable your best leader self to be your norm.

"*I enjoyed the case studies where the presenter described a scenario and asked us what we thought should happen before providing different ways of handling the situation.*"

Financial Responsibilities for New Supervisors

6 sessions | 160 participants

Introduces new supervisors and managers to the general financial responsibilities of university leaders.

"*It was helpful to learn about the university's budgeting process and to see the variety of funding for each unit across campus.*"

Introduction to Payroll

4 sessions | 174 participants

Guides participants through the policies, procedures and regulations related to payroll processing.

"*Lots of valuable information for supervisors and managers. I learned a lot that I did not know previously. I suggest this be a required course for all managers and supervisors.*"

Introduction to Procurement

3 sessions | 213 participants

Designed to help any U-M faculty or staff member interested in learning how to purchase items and services for their unit or department learn how to navigate the procurement process.

"*Explaining the overall goals of Procurement at the institutional level, as well as examples of exceptions, and also how Procurement can help in the buying process. Also appreciated illustrating the bad things that can happen when purchases are not in accordance with UM Procurement policies and procedures.*"

EARLY CAREER LEADERS COMMUNITY OF PRACTICE

4 sessions | 354 participants

Building Connections within Your Team
74 attendees

"*I thought they had great examples of easy ways to improve the overall well-being of my team. I can't wait to try out some of what I learned.*"

Leading from the Middle: Creating a Culture of Belonging
108 attendees

"*Mr. Vinson was engaging, knowledgeable, and made the material relevant and understandable.*"

Host Leadership - A Fresh Approach to Navigating Difficult Leadership Conversations
124 attendees

"*I really appreciated the presenters' way of delineating between the six dilemmas of leading. I have always wondered how I was supposed to make change and improve areas of my team while maintaining respect for all of the individuals.*"

Perspectives on Navigating Change: A Conversation with Community Members
48 attendees

"*I found the talking points of the presenters helpful as it gave real-life examples to what they were suggesting people try.*"

FOUNDATIONS OF LEADERSHIP

2 sessions | 53 participants

Foundations of Leadership is a multi-week leadership development course available to supervisors, managers or team leads. It is intended for those who are new to the university and in a leadership position, new to supervision, or have up to three years of supervisory or management experience and at least one direct report.

"*The instructors were all super knowledgeable and helpful. The simulated conversations were surprisingly helpful. The course provided a lot of good information on how to examine the impact of my own background and biases on my supervising.*"

Partnerships
• Equity Civil Rights and Title IX (ECRT)
• ITS Teaching and Learning Team
• Michigan Medicine Human Resources
• Office of Health Equity and Inclusion (OHEI)
• Procurement Services
• University Human Resources (UHR)
• U-M Accessibility Team
• U-M Finance Department
• Volunteer facilitators from across the university

PROFESSIONAL AND CAREER DEVELOPMENT

Organizational Learning offers professional and career development classes, learning opportunities and resources for individuals and departments at no cost. In addition to instructor-led programs, faculty and staff also have access to over 20,000 courses available in LinkedIn Learning, and online self-paced Learning Tracks designed to guide participants to develop competencies aligned with the **Michigan Expectations Model**.

TOP 5 ATTENDED COURSES

1. Understanding Privilege - **174 attendees**

2. Leadership 101: Transitioning from Peer to Supervisor - **157 attendees**

3. Introduction to Leadership at U-M - **151 attendees**

4. LGBTQIA+: An Introduction to Inclusive Language - **150 attendees**

5. Microlearning: Becoming a Zoom Pro in the Virtual Workplace - **115 attendees**

MICROLEARNING

Webinars where individuals can learn, try and apply in 45 minutes or less.

• Microlearning Goal Setting Workshop: How to use SMART Goals - **4 sessions | 200 participants**

• Microlearning: Acing Your Interview - **2 sessions | 144 participants**

• Microlearning: Becoming a Zoom Pro in the Virtual Workplace - **2 sessions | 225 participants**

• Microlearning: Difficult Conversations - **2 sessions | 181 participants**

• Microlearning: Impactful Development Conversations - **3 sessions | 133 participants**

• Microlearning: Prioritizing Self-Care - **3 sessions | 175 participants**

• Microlearning: Take Your Professional Development to the Next Level with the U-M Development Journey and LinkedIn Learning - **2 sessions | 171 participants**

LINKEDIN LEARNING

LinkedIn Learning Usage - Top Three Viewed Courses

1. Setting Team and Employee Goals Using SMART Methodology - **464 viewers**

2. Excel Essential Training (Microsoft 365) - **260 viewers**

3. What is Generative AI? - **205 viewers**

Q1 FY2023
July - September 2022

28,641 Activated licenses

100,695 Videos viewed

3.52 Average videos viewed per user

Top Courses:
1. Excel Essential Training (Office 365/Microsoft 365)
2. Project Management Foundations
3. The Best of Word Tips Weekly
4. Confronting Bias: Thriving Across Our Differences
5. Setting Team and Employee Goals Using SMART Methodology

ROCK YOUR PROFILE SESSION — 19
OL ALL CAMPUS EMAIL — 2

JULY 2229 | AUG. 2679 | SEP. 2457

Q2
October - December 2022

29,976 Activated licenses

107,790 Videos viewed

3.59 Average videos viewed per user

Top Courses:
1. Introduction to Data Science
2. Level Up: Python
3. Tech Ethics: Avoiding Unintended Consequences
4. Excel Essential Training (Microsoft 365)
5. Confronting Bias: Thriving Across Our Differences

OCT. 2410 | NOV. 2341 | DEC. 2014

Q3
January - March 2023

31,520 Activated licenses

139,153 Videos viewed

4.41 Average videos viewed per user

Top Courses:
1. Confronting Bias: Thriving Across Our Differences
2. Premiere Pro 2022 Essential Training
3. Bystander Training: From Bystander to Upstander
4. Excel Essential Training (Microsoft 365)
5. The Six Morning Habits of High Performers

DJ & LIL SESSION — 11
DJ & LIL SESSION — 7

2023 JAN. 3100 | FEB. 2640 | MAR. 2703

Q4
April - June 2023

33,327 Activated licenses

139,623 Videos viewed

4.19 Average videos viewed per user

Top Courses:
1. Setting Team and Employee Goals Using SMART Methodology
2. Excel Essential Training (Microsoft 365)
3. What is Generative AI?
4. Confronting Bias: Thriving Across Our Differences
5. Communication Foundations

ROCK YOUR PROFILE SESSION — 9

APR. 2881 | MAY 3207 | JUNE 3182