

FY2025 ANNUAL REPORT





FY25 TEAM

Liam Bailey
Senior Training Specialist

Jennie Barker
Program Coordinator

Amy Brown
Project Manager

Lynn Carruthers
Senior Marketing Communications Specialist

Brian Cole
Associate Director

Janice Cook
Administrative Specialist

Amy Fredell
Project Manager

Tina Jordan
Organizational Development Consultant

Laura King
Project Coordinator

Meredith Law
Project Coordinator

Carol Lee
Interim Senior Director/Chief of Staff

Aliyah Mitchell
Communications Specialist

Jacob Morand
Administrative Assistant

Aubrey Morse
Senior Project Manager

Trevor Parnell
Project Manager

Jane Pettit
Associate Director

Ellen Rambo
Project Coordinator

Katie Reece
Training Specialist Senior

Eileen Rider
Performance Consultant

Amanda Ruud
Senior Training Specialist

Krista Stelmaszek
Performance Consultant

Carmeda Stokes
Strategic Initiatives Consultant

LisaAnn Throne
Operations and Engagement Specialist

Sara Wiener
Project Manager

Ben Kelly
Temporary Graphic Specialist

MISSION

Empowering people through lifelong learning.

VISION

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

OVERVIEW



The Organizational Learning (OL) team is proud to present this FY25 Annual Report, highlighting a year defined by:

- **Engaging our campus community**
- **Adapting to institutional changes**
- **Pursuing our mission of empowering people through lifelong learning**
- **Focusing on our vision to be trusted partners in developing people and organizational capacity**

Through innovative programming and technology, expanded employee resources, and strategic partnerships, OL was instrumental in providing opportunities for personal and professional growth for faculty and staff across the university. FY25 marked another significant stride in our culture change initiatives, supporting the Culture Journey and reinforcing our shared core values.

More than 20,000 individuals participated in OL programming and offerings this year, from culture change curriculum and robust leadership development offerings to professional and career development opportunities. Our revised Career Development Fund resulted in more streamlined processes and a significantly improved experience for applicants. The updated New Employee Orientation created new pathways for engagement and technology using U-M GenAI, introducing an onboarding chatbot to answer questions from employees.

Improvements in our learning infrastructure and data analysis expanded use of digital platforms like LinkedIn Learning and understanding how U-M's usage compares with peer institutions. Our collaboration with the U-M School of Social Work Program Evaluation Group lays the groundwork to better understand the impact of our programs and offerings, and can inform our future strategy to continue growing our support of faculty and staff.

As you explore the achievements and data throughout this report, we invite you to reflect on the collective commitment and partnership that fuels our shared learning journey. Together, we are building a university where every individual has the tools, resources, and support to thrive, now and into the future.

Warm regards,

A handwritten signature in black ink, appearing to read 'Carol Lee'.

Carol Lee,
Interim Senior Director/Chief of Staff

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. The goal is a culture that is guided by our core values. One where all members of the U-M community – students, faculty, staff and visitors – feel safe and supported.

During FY25, the Culture Journey team continued to promote tools to socialize the values and example behaviors. This included the podcast, two stakeholder events, light pole banners, diag boards, table tents, retractable signs and updates to the website, social media posts, digital signs and print collateral.

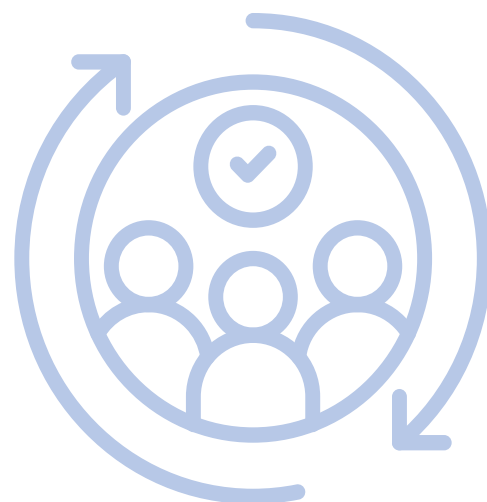
CULTURE CHANGE LEARNING OPPORTUNITIES

In FY25, 756 individuals participated in the Culture Change Curriculum. Additionally, 14,422 completed asynchronous learning. We successfully onboarded three new facilitators for the *Leadership & Culture: Strategies to Prevent Workplace Issues and Retaliation* course. Cultivating a Culture of Respect (Asynchronous) reached 13,022 completions in FY25, totaling 144,104 since inception. Building a Culture that Thrives: Preventing Retaliation reached 1,400 completions in FY25, totaling 10,597 since inception.

Our other programs experienced a maintenance year with no significant changes or updates. In addition, DEI offerings reached a total participation of 2,387 prior to the elimination of DEI training offerings in March.

TOP 5 ATTENDED CULTURE CHANGE COURSES

1. **Introduction to Digital Accessibility**
2. **Understanding Privilege**
3. **Leadership and Culture: Creating a Positive Work Environment**
4. **Disability Awareness and Inclusion**
5. **Leadership and Culture: Strategies to Prevent Workplace Issues and Retaliation**



LEADERSHIP DEVELOPMENT

The Leadership Development curriculum was expanded again in FY25, including partnerships with the Faculty and Staff Counseling and Consultation Office (FASCCO), the Shared Services Center and Talent Acquisition. These partnerships included the creation of one new learning opportunity for leaders: *Practicing Behavior-Based Interviewing Using Virtual Reality*. A comprehensive communications strategy supported this new course and the other leadership development offerings.

In partnership with UHR, the Foundations of Leadership program conducted three cohorts this year. Each cohort met bi-weekly for a total of six sessions. The program achieved 120 completions, reflecting strong engagement and continued interest in leadership development opportunities.

The total participation for all leadership development programs was 2,536, a 24% increase from FY24.

TOP 5 ATTENDED LEADERSHIP DEVELOPMENT COURSES

1. **Psychological Safety in the Workplace**
2. **Disrupting Everyday Bias For Leaders**
3. **Introduction to Leadership at U-M**
4. **Transitioning from Peer to Supervisor**
5. **Understanding the Administrative Services Offered by the Shared Services Center**

PROFESSIONAL AND CAREER DEVELOPMENT

The total participation for all professional and career development programs was 1,497. Our two newest courses received strong participation numbers:

- **Communication Styles in the Workplace:** 385 attendees across 4 sessions (average 96 per session)
- **Giving and Receiving Feedback:** 461 attendees across 9 sessions (average 51 per session)

TOP 5 ATTENDED PROFESSIONAL AND CAREER DEVELOPMENT COURSES

1. **Giving and Receiving Feedback**
2. **Communication Styles in the Workplace**
3. **Microlearning: Take Your Professional Development to the Next Level with the U-M Development Journey and LinkedIn Learning**
4. **Microlearning: Using Conversation Clubs to Strengthen Team Communication**
5. **Rock Your LinkedIn Profile**

LINKEDIN LEARNING

A new feature on the LinkedIn Learning administrator dashboard now enables us to compare engagement metrics against similar-sized organizations in the industry. Analysis shows that while our overall engagement aligns closely with peer institutions, our average video views exceed industry benchmarks by a significant margin.

In FY25, U-M LinkedIn Learners demonstrated strong engagement with the platform:

- **33% of learners logged in**
- **14,079 total learners accessed the platform**
- **11,799 learners viewed content**
- **422,296 videos viewed**
- **Learners averaged 9 video views each**
- **22,845 total hours viewed**
- **Average viewing time: 1 hour and 56 minutes per learner**



TOP 5 VIEWED LINKEDIN LEARNING COURSES:

- **Giving and Receiving Feedback**
- **Setting Team and Employee Goals Using SMART Methodology**
- **Accessibility for Web Design**
- **Introduction to Artificial Intelligence**
- **Project Management Foundations**

TOP 10 LINKEDIN LEARNING SKILLS AT U-M:

- | | |
|--|--|
| 1. Microsoft Excel | 6. Artificial Intelligence (AI) |
| 2. Interpersonal Communication | 7. Organizational Culture |
| 3. Project Management | 8. Productivity Improvement |
| 4. Diversity & Inclusion | 9. Professional Communication |
| 5. Artificial Intelligence for Business | 10. Goal Setting |





SPECIAL INITIATIVES

NEW EMPLOYEE ORIENTATION (NEO) AND U-M ONBOARDING

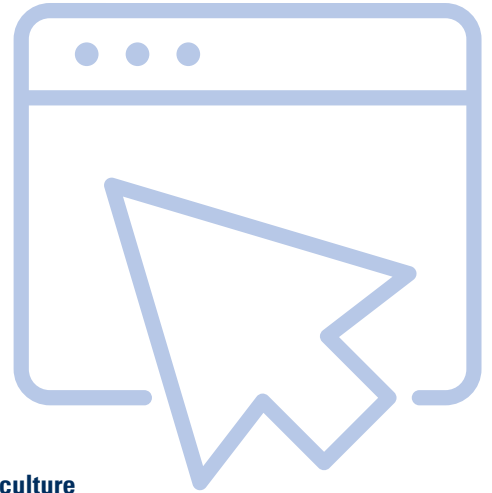
The New Employee Orientation/U-M Onboarding program, launched in February 2025, has significantly enhanced the new employee experience and achieved high levels of engagement.

In FY25, NEO/U-M Onboarding program received:

- **Over 15,000 total website page views**
- **2,675 clicks on the onboarding checklists**
- **97% completion rate for Ann Arbor Campus NEO**

We received positive feedback from the participants:

- **97% reporting they felt welcomed**
- **94% felt prepared**
- **93% felt proud to work for U-M**
- **65% reporting a better understanding of U-M resources**
- **87% of pilot participants reported having a great start and felt included**
- **73% of pilot participants felt confident explaining U-M values**
- **86% of hiring managers reported feeling confident in explaining the U-M mission and culture**



The OnboardingA2 Maizey tool was featured as a U-M GenAI Use Case and had:

- **419 questions answered**
- **165 collaborators across all three campuses and Michigan Medicine**
- **7 core team members**
- **38 key collaborators**

The *Onboarding with Impact: Manager Learning Module*, completed by 197 employees, proved highly effective, with all respondents recommending the program and praising its clear, concise and supportive materials.



CAREER DEVELOPMENT FUND FOR STAFF

In its third year, the Career Development Fund for Staff introduced several improvements. These improvements streamlined the application, review and award processes. The program also implemented a single award type with a shorter, simpler application. This saved time for applicants and made it easier to determine eligibility. To ensure fairness and transparency, a new impartial selection process was introduced. This meant all applications meeting basic criteria were included in a random selection. The program partnered with PeoplePay to process and distribute all awards as advancements.

In FY25, the Career Development Fund:

- **Received 993 eligible applications (10% increase from FY24)**
- **Awarded 196 awards**
- **Received 12,491 website page views**

Additionally, we had:

- **297 staff attend the “Stories of Impact” webinar**
- **10,016 impressions on the Application Tutorial Video**



B&F-SPECIFIC PROGRAMMING

The U-M School of Social Work Program Evaluation Group (SSW PEG) evaluated B&F participation in five courses offered through Organizational Learning over an eight-year period. This was part of a larger effort to increase the application of respectful and supportive behaviors across the organization.

Participants reported high satisfaction, with “very satisfied” rates ranging from 44% to 61%. Between 82% and 94% found the content relevant and planned to apply it in their work. Presenters were also largely effective across all courses. Courses also increased awareness of topics such as bystander intervention, disability inclusion and unconscious biases.

Organizational Learning launched the “Disrupting Everyday Bias” workshop for Business & Finance (B&F) leaders. Four sessions were held, two for Facilities and Operations and two for Finance. A total of 105 leaders participated.

OL OUTCOMES EVALUATION PROJECT

Organizational Learning partnered with the U-M School of Social Work Program Evaluation Group (SSW PEG) to conduct an outcome evaluation of OL training programs. The curriculum areas used included Culture Change, Leadership Development, and Professional Career Development.

The evaluation assessed course reach, participant satisfaction, immediate and mid-term outcomes, and unit-level changes. The data, collected from October to December 2024, utilized a mixed-method approach. Course exit surveys showed high participant satisfaction and strong agreement on immediate outcomes. These outcomes included increased knowledge, awareness, self-efficacy, behavioral intention, and motivation to change behavior.

Individual interviews indicated that OL training contributed to unit-level changes. These changes included improved communication, more inclusive processes, shared language, and shifts in meeting culture. These impacts were amplified by conditions such as synchronized learning across teams, leadership participation, practical application opportunities, and ongoing reinforcement of learnings within units.

Focus group discussions identified networking and cross-departmental learning, practical skill development, and well-organized training formats as major facilitators for units in leveraging OL resources.