



**ORGANIZATIONAL
LEARNING**



Organizational Learning FY2020 ANNUAL REPORT



BE KIND *the world is always changing* **GROUP REFLECTION**
HARD TO GET STARTED **LEADERSHIP** **AMAs** moments:
CULTURE OF RESPECT **REVISIT**



TEAM

- Kate Alber**, *Marketing Communications Specialist*
- Michaela Baker**, *Program Manager*
- Christal Banks**, *Executive Assistant for Sonya Jacobs*
- Jennie Barker**, *Program Coordinator*
- Kelly Brewer**, *Budget Analyst*
- Amy Brown**, *Project Specialist*
- Steve Camarata**, *Project Intermediate Manager*
- Lynn Carruthers**, *Marketing Communications Lead for Organizational Learning*
- Brian Cole**, *Associate Director, Operations*
- Mandy Cooper**, *Program Specialist*
- Laura Denton**, *Assistant Director, Faculty Development*
- Teresa Gasciel**, *Training Specialist*
- Allie Hutchens**, *Program Coordinator*
- Sonya Jacobs**, *Chief Organizational Learning Officer*
- Carol Lee**, *Chief of Staff*
- Dianne Magier**, *Organizational Development Consultant*
- Tarnisha McLaughlin-Grayson**, *Training Specialist Lead*
- Jane Pettit**, *Associate Director, Programming*
- Ellen Rambo**, *Program Coordinator*
- Eileen Rider**, *Diversity, Equity and Inclusion Performance Consultant*
- Krista Stelmaszek**, *Program Manager*
- Angie Stewart**, *Diversity, Equity and Inclusion Program Lead and Facilitator Engagement Program Manager*
- Carmeda Stokes**, *Strategic Initiatives Consultant*
- LisaAnn Throne**, *Project Coordinator*
- Molly Trusty**, *Faculty Coordinator*
- Charmaine Ward**, *Training Specialist*
- Whitney Williams**, *Senior Project Manager*

MISSION

Empowering people through lifelong learning

VISION

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



FY20 A YEAR UNLIKE ANY OTHER BY SONYA JACOBS

Our fiscal year started with a full slate of in-person workshops, orientations, conferences and culture change initiatives.

And then it was March 2020.

As our front line heroes battled COVID-19, the rest of us carved out work spaces on kitchen tables with kids at our feet and cats on our keyboards. Spring turned to summer and remote work continued. We learned to mute barking dogs and use the chat function, in the midst of fear and uncertainty for our families, colleagues, community and future.

Our team responded to this changed working environment with virtual learning options to replace in-person sessions, and helped to create a COVID-19 Well-Being Help Center. Our eight-part webinar series, *Sheltering in Love*, offered sessions on topics such as grief, anxiety, trauma and managing change. We expanded peer mentoring options, increased resilience programming and provided small group crisis support.

And then on May 25, George Floyd was murdered, igniting international protests against racism and police brutality. The world began to confront and learn—some for the first time—what many have been saying for centuries: racism is baked into our systems and culture, and must be reckoned with.

Our team pivoted once more to create an Anti-Racism Primer, and curated timely online learning collections on responding to the xenophobia that was exacerbated by the pandemic, working toward racial equity, inclusive leadership and more.

As the virus raged on, we grappled next with the financial toll. Faced with furloughs and Reductions in Force (RIF), our U-M community dealt with changing work, budget cuts, burnout and family care.

Despite it all, Organizational Learning (OL) was still able to provide access for our faculty and staff to our free online webinars, development resources and a library of over 15,000 courses on LinkedIn Learning.

2020 has thrown us repeated challenges, but it has also shown our resilience, our ability to pivot, and our commitment to caring for our faculty and staff. In 2021, we look forward to continuing to support our greatest asset, our people.

CULTURE CHANGE INITIATIVES

DIVERSITY, EQUITY AND INCLUSION (DEI) AND SEXUAL MISCONDUCT TRAINING

We support learning across the organization to align behaviors and processes with our values and create a culture of respect 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:



DIVERSITY, EQUITY AND INCLUSION (DEI)

DEI Courses

79 sessions that served 3,478

Facilitator Engagement Program

OL recruits, trains and supports skilled volunteer facilitators from across campus to conduct core educational sessions and customized workshops for units.

31 New Members | 925 Change it Up! attendees and 14 sessions | 188 attendees and 14 sessions for unit-specific custom programs

Anti-Racism Primer

A four-week program designed to guide participants on their anti-racism journey through learning, reflection and action. hr.umich.edu/anti-racism.

Total subscribers: 1,599 | Total Members of Workplace: 989 | Total PDF Quick Start Guide Downloads: 3,637

TESTIMONIALS FROM THE ANTI-RACISM PRIMER:

"Thanks so much to everyone at Organizational Learning for putting this anti-racism [primer] together. It has been so helpful in not only my growth but also in stimulating discussions and actions among colleagues who also participated."

"Org Learning did an amazing job with preparing the 4 weeks of the Anti-Racism Primer. Thank you for the journey, education, and challenges!"

Sheltering in Love

An eight-part webinar series that covered topics such as self-care, grief and change management with facilitators from Organizational Learning, the Michigan Medicine Office of Counseling and Workplace Resilience and the Faculty and Staff Counseling and Consultation Office (FASCCO).

Total of 588 participants and 166 video views

TESTIMONIALS FROM SHELTERING IN LOVE:

"I appreciate the support, knowledge and tools you are working so hard to deliver to attendees of this series. You threw me a life saver when I felt I was drowning." – An Overthinker's Guide to Practicing Mindfulness Participant

"You are helping me to cope, strategize, and help keep myself healthy." – Improve Everyday in Unprecedented Times Participant



DEI PARTNERSHIPS

The Program on Intergroup Relations (IGR) | Spectrum Center | Student Life
Office for Health Equity and Inclusion (OHEI) | Office for Diversity, Equity and Inclusion (ODEI)



SEXUAL HARASSMENT AND MISCONDUCT

Creating Climates Resistant to Sexual Harassment Workshops

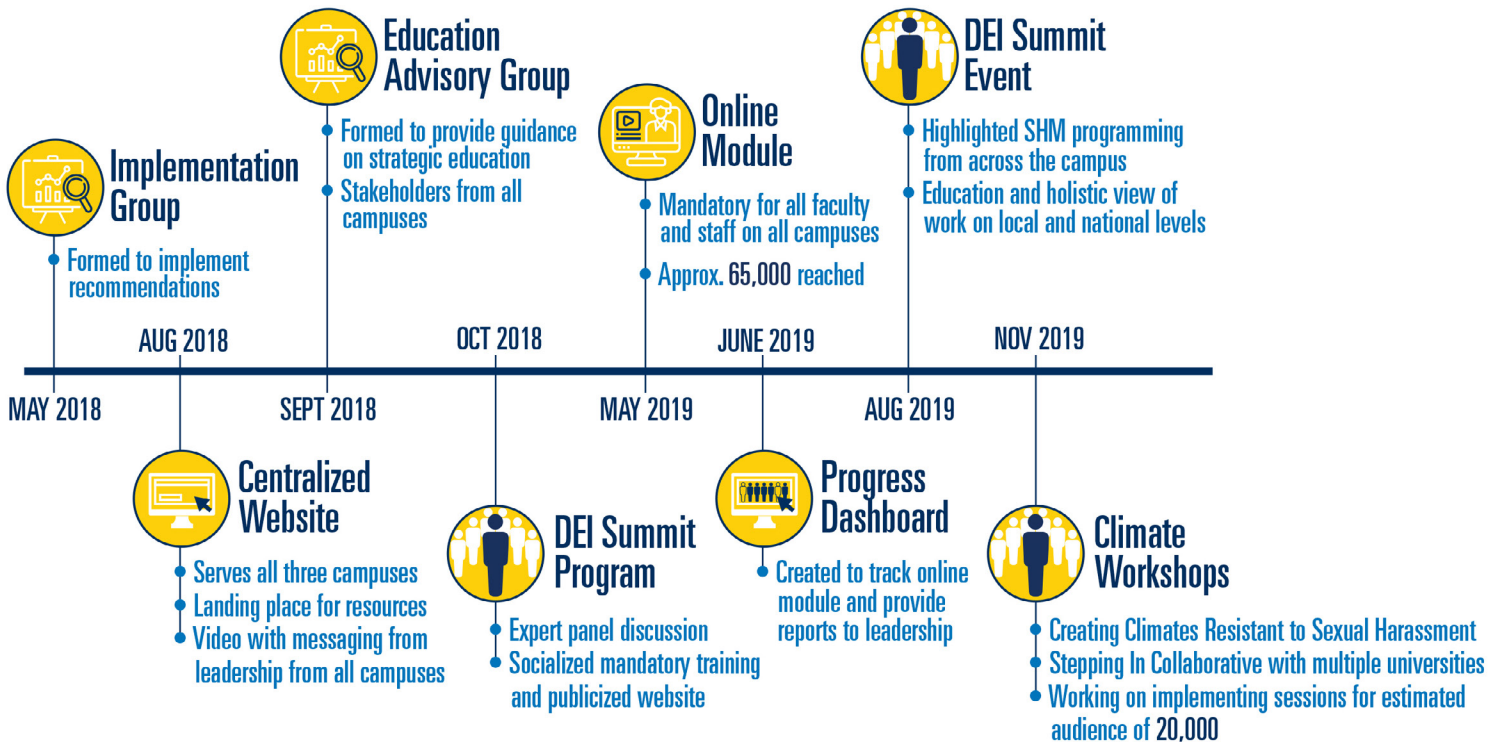
The Center for Research on Learning and Teaching (CRLT) and Organizational Learning collaborated to provide a highly interactive, daylong workshop designed to support academic leaders in developing the knowledge and skills necessary to cultivate climates that are more resistant to sexual harassment.

6 completed sessions | 400 attendees

Creating a Culture of Respect Online Training Module

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.

65K reached in less than 8 months | 98% of faculty and staff completed the mandatory training module



TESTIMONIALS FOR CREATING CLIMATES RESISTANT TO SEXUAL HARASSMENT

“This workshop helped to stress that just because we support those who report sexual harassment, this is not enough. I and my unit has to be more proactive in making sure people have the resource they need to confront sexual harassment, especially around interventions and supporting those experiencing sexual harassment.”

“Empowered me with tools to address sexual harassment when I see it.”

“I see what I can do more clearly, both individually and as a unit.”

“It made me realize we have the responsibility to be proactive in creating an environment resistant to harassment.”



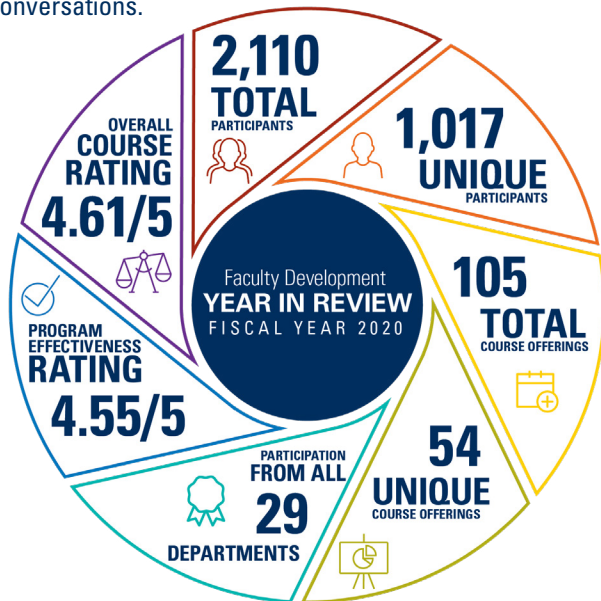
PARTNERSHIPS BUILT



Information and Technology Services (ITS) | Human Resource Records and Information Services (HRRIS) | Center for Research on Learning and Teaching (CRLT) | Sexual Assault Prevention and Awareness Center (SAPAC) | The National Academies of Sciences, Engineering, and Medicine (NASSEM) Collaborative | University of Virginia (UVA) Collaborative | Collaboration with multiple universities

FACULTY DEVELOPMENT

Faculty Development at Michigan Medicine provides resources to help faculty develop teaching, research and leadership skills to help them have a successful career at U-M. In addition to our regular programming in FY20, once COVID-19 hit we pivoted to offer virtual programs and small group conversations.



PARTNERSHIPS



Michigan Institute for Clinical and Health Research (MICH) | Wellness Office | Medical School Office of Research | Office for Health Equity and Inclusion (OHEI) | the Office for Counseling and Workplace Resilience | the Institute for Healthcare Policy and Innovation | the Office of Medical School Education | Michigan Medicine Human Resources | Michigan Medicine Quality Office | Michigan Medicine Office of Patient Experience | Center for Research on Learning and Teaching (CRLT) | Advance and Fast Forward



TESTIMONIALS

- “This was the best leadership day I have been to in the last 5 years...Felt engaged the entire time...Really impressed and satisfied with this year’s event.”* – Leadership Day 2019
- “Participating in the workshop prompted me to utilize my ability to be more “responsive” than “reactive,” which promoted more successful engagements with co-workers following the session.”* – Grounding Meditation participant
- “This was a fantastic course. It exceeded my expectations and provided high yield skills and tools I now feel I can use.”*
– Delivering Serious News participant



COVID-19 RESPONSE

Offered *Coping Strategies During COVID-19* with Dr. Michelle Riba: small group discussions to assist front line faculty with coping during the pandemic **14 participants**

Provided small groups support for: Leadership Academy cohorts (**157**), research faculty (**44**), Women in Academic Medicine Leadership (WIAML) cohort

Offered *Mindfulness and Open-Heartedness: How to Find Joy Amid the Chaos* **47 participants**

Created a Leadership Support Program to offer confidential one-on-one emotional first aid for leaders across the institution after partnering with the Department of Internal Medicine and the Office of Counseling and Workplace Resilience (OCWR) to train a cadre of our internal executive coaches.

Converted the Advancing Professional Excellence (APEX) Symposium, a conference for mid-career faculty from in-person to online **89 participants**

Compiled a curated list of complimentary development resources for faculty and staff.

LEADERSHIP DEVELOPMENT

Organizational Learning collaborates with partners on the Ann Arbor, Dearborn and Flint campuses and Michigan Medicine to provide level-specific leadership development programs across the university.

In FY20, we combined separate leadership development programs to create a new and improved leadership development course called Foundations of Leadership (FOL) for faculty and staff new to the university or their role. This foundational program was redesigned to be shorter through improved content focus, is aligned to the Michigan Expectations Model (MEM) and is offered at no cost to ensure all leaders have an opportunity to develop.

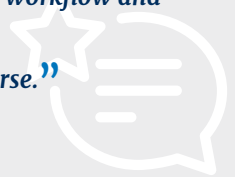
FOUNDATIONS OF LEADERSHIP

A leadership development program for new leaders

7 sessions | 360 participants

TESTIMONIALS FOR FOUNDATIONS OF LEADERSHIP

- “ I think this class was put together extremely well. The topics, the instructions, and the layout. You can tell there was a lot of thought and talent put into this course.”*
- “ Really enjoyed the presentations and how each area of the Michigan Expectations Model covered all aspects of being a leader.”*
- “ This was overall an excellent program, and I learned a lot of valuable resources and tools to integrate into my workflow and team. I would highly recommend this class be required for all new managers.”*
- “ Love the current format. I feel like I grew in my position due to the information and networking from this course.”*
- “ Every speaker was very knowledgeable and kept the class very engaged.”*



EARLY CAREER LEADER COMMUNITY OF PRACTICE

The Early Career Leaders Community of Practice is a network of new and early career leaders from all three campuses and Michigan Medicine that holds three to four events per year.

2 quarterly events | 160 attendees

MICRO-MENTORING

A mentoring program to increase one's professional networks and provide a platform to foster the sharing of internal expertise and experiences.

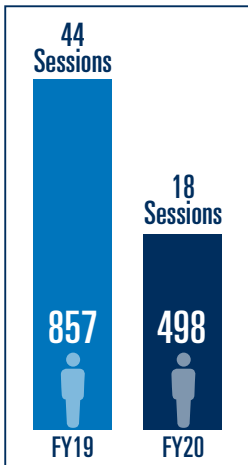
68 new participants in FY20, 148 total



PARTNERSHIPS BUILT
Fidelity, Rogel Cancer Center, Internal Medicine, Academic Innovation, Volunteer Facilitators From Across the Institution, Assumed leadership of the Advancing Inclusive Leadership Committee for Michigan Medicine, and Creation of the Advancing Asians in Leadership Task Force (AAiL) in partnership with the Office for Health Equity and Inclusion (OHEI)



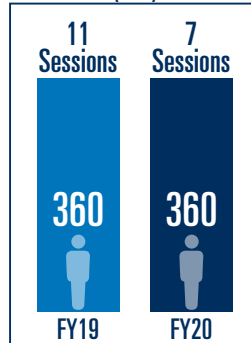
Open Enrollment Courses



Early Career Leaders Community of Practice

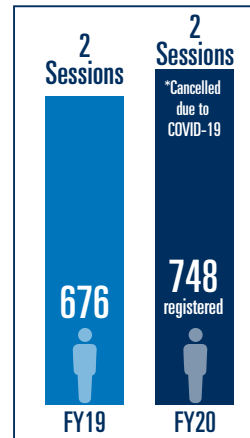


Foundations of Supervision (FOS) Foundations of Leadership (FOL)

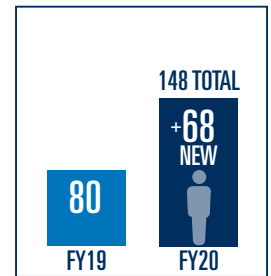


*FOS (Sup Essentials, FOSI, FOSII) was combined into FOL

Management Conference



Micro-Mentoring



MANAGEMENT CONFERENCE

Half-day conference with two available sessions aimed at mid-level leaders (cancelled due to COVID-19)

748 registered

LEADERSHIP DEVELOPMENT PARTNERSHIPS



Fidelity | Rogel Cancer Center | Internal Medicine | Academic Innovation | Volunteer facilitators from across the institution

Creation of Advancing Asians in Leadership Task Force (AAiL) in partnership with the Office for Health Equity and Inclusion (OHEI)

Assumed leadership of the Advancing Inclusive Leadership Committee for Michigan Medicine

PROFESSIONAL AND CAREER DEVELOPMENT

Organizational Learning offers in-person and online professional and career development classes, learning opportunities and resources for individuals and departments. Beginning in fall 2019, many courses were offered at no cost. When the pandemic forced us to halt in-person programming, we quickly shifted to create online offerings and continued to promote the over 15,000 courses available in LinkedIn Learning. OL also created online Learning Tracks, designed to guide faculty and staff to develop competencies aligned with the Michigan Expectations Model.

In FY20, Organizational Learning created a new and improved performance Valuation for Michigan Medicine and a virtual training program to support individuals and leaders through the new form and process.

U-M CAREER CONFERENCE 2019: LIFE ON PURPOSE: HOW LIVING FOR WHAT MATTERS MOST CHANGES EVERYTHING

2 sessions | 631 participants

TESTIMONIALS FROM THE U-M CAREER CONFERENCE

“The Vic Strecher talk was so powerful. His research on purpose was motivational personally but also professionally. Thank you for funding this event for UM staff. I wish more people could have attended to hear his message.”

“Thank you for creating such a fantastic and well organized conference!”

“This is exactly what I needed. I am in the process of developing a game plan to find my purpose.”

“Thank you for all your hard work!! Events like these make me feel valued as an employee.”



LINKEDIN LEARNING USAGE

FY2020

Q1

July - September 2019

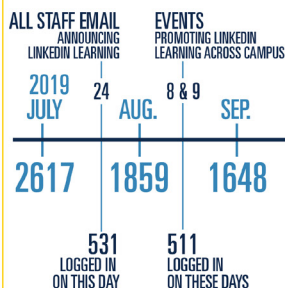
59,617
Videos viewed

9.94 Average videos viewed per user

Top Courses:

1. [How to Use LinkedIn Learning](#)
2. [Excel 2016 Essential Training](#)
3. [Setting Team and Employee Goals](#)
4. [Gaining Skills with LinkedIn Learning](#)
5. [Communication within Teams](#)

LANDMARK DATES



Q2

October - December 2019

62,280
Videos viewed

8.19 Average videos viewed per user

Top Courses:

1. [Teamwork Foundations](#)
2. [How to Use LinkedIn Learning](#)
3. [Excel 2016 Essential Training](#)
4. [Setting Team and Employee Goals](#)
5. [Project Management Foundations](#)



Q3

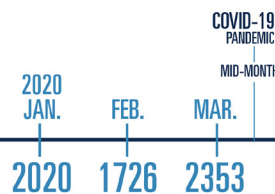
January - March 2020

97,545
Videos viewed

10.52 Average videos viewed per user

Top Courses:

1. [Excel 2016 Essential Training](#)
2. [How to Use LinkedIn Learning](#)
3. [Time Management: Working from Home](#)
4. [Communication within Teams](#)
5. [Project Management Foundations](#)



Q4

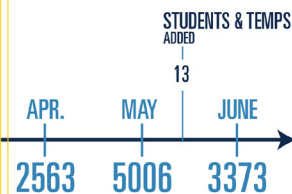
April - June 2020

233,879
Videos viewed

16.26 Average videos viewed per user

Top Courses:

1. [The Six Morning Habits of High Performers](#)
2. [Learning Zoom](#)
3. [Excel Essential Training \(Office 365\)](#)
4. [Time Management: Working from Home](#)
5. [Confronting Bias: Thriving Across Our Differences](#)



Most Popular LinkedIn Learning Collections

(a group of LinkedIn Learning courses or videos for self-paced online learning)

DEI>COVID-19

DEI>Bias

DEI>Racial Equity

Managing Remote Teams

Most Popular Learning Tracks

(online self-paced learning content based on the Michigan Expectations Model)

Mission: Create Value for the Diverse Communities we Serve

People: Coach and Develop Others

Self: Act with Courage and Confidence

COURSES

69 in-person and virtual sessions | 2,933 participants

New Webinars Introduced in FY20

Take Control of Your Own Professional Development with the U-M Development Journey

Take Your Professional Development to the Next Level with the U-M Development Journey and LinkedIn Learning

Professional Development: A Manager's Companion Guide

Impactful Conversations: An Introduction

LinkedIn Learning at U-M: Anywhere, Anytime Professional Development at Your Fingertips

Understanding the FY20 Staff and Leadership Valuation (Michigan Medicine Only)

hr.umich.edu/organizational-learning

