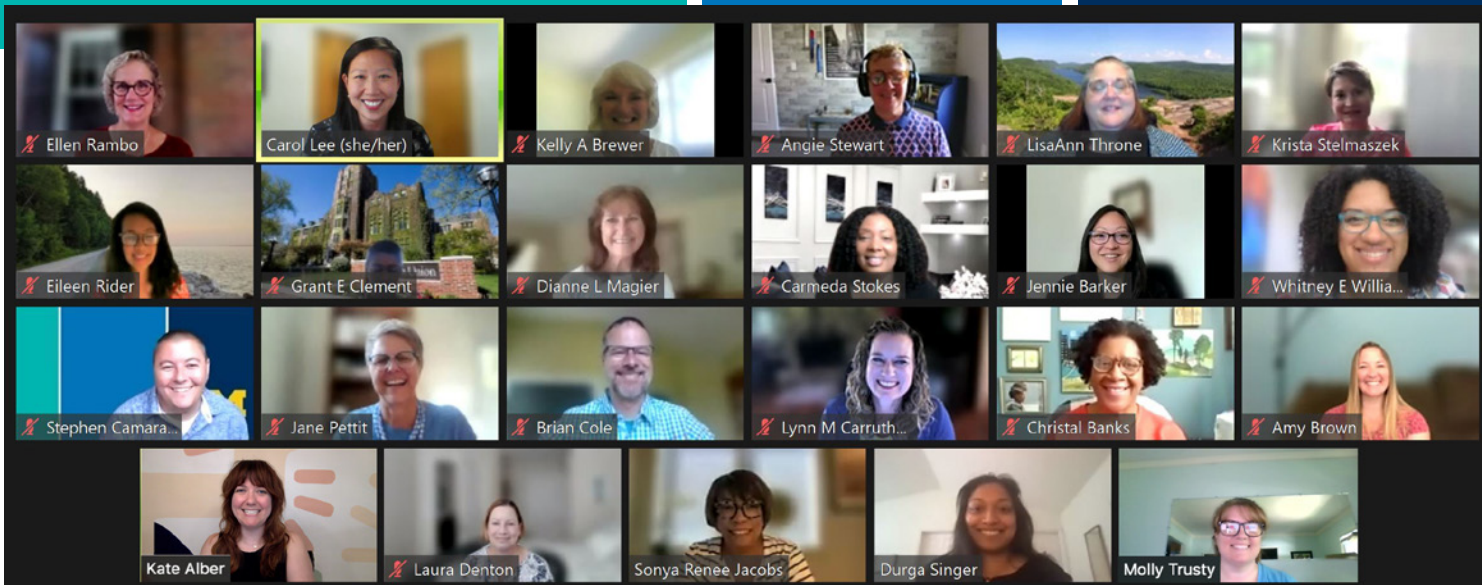


# Organizational Learning



**FY2021  
ANNUAL  
REPORT**





## FY21 TEAM

(A list of current OL team members can be found on our website)

- Kate Alber**, Marketing Communications Specialist
- 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**, Interim Director of Operations and Planning
- Laura Denton**, Interim Director, Faculty Development
- Sonya Jacobs**, Chief Organizational Learning Officer
- Carol Lee**, Chief of Staff
- Dianne Magier**, Organizational Development Consultant
- Jane Pettit**, Interim Director of Programming
- Ellen Rambo**, Program Coordinator
- Eileen Rider**, Diversity, Equity and Inclusion Performance Consultant
- Durga Singer**, Faculty Advisor for the Office of Faculty Development and Associate Professor of Pediatrics, U-M Medical School
- 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**, Program Manager
- Whitney Williams**, Assistant Director of Leadership Development

### Training Partners:

- Tarnisha McLaughlin-Grayson**, MM HR Training Specialist Lead
- Teresa Gasciel**, MM HR Training Specialist
- Charmaine Ward**, MM HR Training Specialist



## FY21: COPING WITH CHANGE AND LOOKING FORWARD by Sonya Jacobs

FY21 was another year of unprecedented national and international turmoil; one that offered hope in the form of a national vaccine rollout, while testing our resilience in the face of ongoing racial violence, and shocking political and cultural events. In response, we created webinars around current topics, facilitated healing circles and community conversations, delivered unit-specific culture change education, and expanded on our anti-racism offerings.

Over the last year, we also took further steps to improve our people strategy in support of the culture we want to see by changing how we hire, evaluate and support our faculty, staff and leaders. We also continued to offer foundational learning in our core service areas of culture change, leadership development, faculty development and professional and career development.

In March 2021, I was asked by President Schlissel to lead a formal effort to improve the culture of our institution as a special advisor. I am honored to lead this work that not only includes meaningful policy and process reform to prevent and address sexual misconduct, but also seeks to create an environment of mutual respect and accountability that is free of retaliation, where everyone can feel safe to report misconduct and feel supported throughout the process.

Organizational Learning has been entrusted to operationalize this collaborative effort to bring about broad culture change that engages all in our community to create a culture we can all be proud of at the University of Michigan. As the numbers in this annual report reflect, we have laid a foundation for this work and we are excited to build on these efforts in FY22 to support this formal culture initiative.

A culture does not change on its own, and must be pursued with intentionality, courage to face difficult truths, and a commitment to accountability. Together we can begin the journey to provide healing and build a better U-M together.

## MISSION

Empowering people through lifelong learning



## VISION

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

# CULTURE CHANGE INITIATIVES

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

We are responsible for the creation of curricula and strategies aimed at building the capabilities of faculty, staff and leaders across the institution to further the university's culture change initiatives around diversity, equity and inclusion, civility and wellness, and mitigating sexual harassment and misconduct.

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)

Due to the ongoing pandemic, and need for remote work and virtual training, OL continued to provide foundational DEI programming. Just-in-time programming responded to the national election—an unprecedented event with a contentious divide between the two main parties—and anti-racism, including community conversations around the Derek Chauvin trial.

Through the end of Q4 FY21, OL has served over 3,869 faculty and staff over 72 sessions.

#### **Creating Common Ground for a Kinder, Better Future: Growing the Capacity to Connect in Politically Charged Times**

2 offerings | 249 participants

#### **Community Connection: Preparing for a Hybrid Workplace**

1 offering | 128 participants

*“It was one of the best professional development classes I have taken over an 18 year period at the university.”*

*“I appreciate the time involved to bring these courses to our community and be able to share and hear from others across campus. This is a great community and we are all able to support one another by listening and sharing our thoughts and ideas. Thank you for helping with this and encouraging it.”*

*“Thank you for putting together a thoughtful presentation with an amazing presenter and moderator. It was a great first step for me to engage in thought and preparation for the upcoming Fall semester and a new hybrid schedule. It reduced some of the stress and worries I had coming back to campus.”*

#### **White Fragility: A Book Discussion**

2 sessions | 67 participants

#### **How to be an Anti-Racist: A Book Discussion**

1 offering | 21 participants

*“This was the best book discussion that I have been a part of and I am so glad that I was able to be on this journey. I learned from my breakout session discussions and it allowed me to look at things with different lens.”*

## DIVERSITY, EQUITY AND INCLUSION (DEI) CONT.

### **Anti-Racism Primer: What Can I Do?**

The primer was designed last fiscal year to guide participants on their anti-racism journey through learning, reflection and action. It has continued on through FY21 and reached 500+ additional participants, providing two options: a quick start self-guided course or an email subscription. The primer was extended to our Michigan Medicine affiliates at Metro Health.

606 new subscribers | 1,181 Workplace members | 2,472 quick start guide downloads  
190 presentation participants at U-M IT Symposium 11/8/2020

*“The cohort changed my life. It changed how I think about myself, my world and how I look at things on a daily basis. It opened my eyes to so much and has made a huge difference for me.”*

*“The Anti-Racism Primer was one of the best trainings I have done at U-M”*

### **Anti-Racism Monthly Accountability Program**

A monthly email subscription that provides timely educational content about anti-racism topics and gives subscribers the opportunity to check-in on their progress toward their anti-racism education.

Launched January 2021 | Subscribers 67

*“...I have gained more confidence in my ability to articulate the complexities around racism, especially structural inequality...”*

*“I am finding more opportunities to do the work – especially within my sphere of influence.”*

### **Processing the Derek Chauvin Trial Verdict: U-M Community Listening Circles**

These sessions were done in partnership with the Office for Diversity Equity and Inclusion and the Michigan Medicine Office for Health Equity and Inclusion to give individuals an opportunity to connect with others after the trial verdict was announced.

3 sessions | 166 participants

*“Thank you so much for offering this program. I did not realize how much I needed this.”*

### **A Focus on Digital Accessibility: Resources, Courses and Sessions Developed:**

Digital Accessibility Bootcamp 1.0 | 10 attendees

Digital Accessibility Starter Kit | 20 attendees

Disability Inclusion: Creating a Welcoming Climate and Culture | 27 attendees

Accessible Google Documents: Creating an Inclusive Climate and Culture | 22 attendees

Moderating Virtual Meetings for Accessibility and Inclusion | 13 attendees

A disability awareness Canvas course to be launched in FY22

### **Facilitator Engagement Program**

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

62 facilitators | 21 attendees in 1 department | 105 attendees and 3 sessions for unit-specific custom programs

## DIVERSITY, EQUITY AND INCLUSION (DEI) CONT.

### Stepping In: Responding to Disrespectful and Biased Behaviors in Healthcare

This workshop developed by University of Virginia Health is a new OL offering which provides healthcare workers with skills and resources for addressing bigotry, prejudice and disrespectful or biased behavior. Sessions started in January 2021.

925 participants



### Unconscious Bias Learning Suite Launched in Fall 2020

1 Asynchronous Session | 595 participants

### Unconscious Bias in Recruiting and Hiring

1 Asynchronous Session | 865 participants

### Other New Webinars Introduced in FY21

Institutional Strategies for Interrupting and Mitigating Bias in the Workplace | Interpersonal Strategies for Interrupting and Mitigating Bias in the Workplace

### Partnerships

Advancing Inclusive Leadership (AIL) for Women and Underrepresented | Anti Racism Oversight Committee (AROC) (Michigan Medicine)  
 Center for Research in Learning & Teaching (CRLT) | Identities Subcommittee | Office for Diversity, Equity and Inclusion (ODEI)  
 Office for Health, Equity & Inclusion (OHEI, Michigan Medicine) | The Program on Intergroup Relations (IGR)  
 Spectrum Center | Student Life | Office for Health Equity and Inclusion (OHEI)



**ORGANIZATIONAL  
LEARNING**  
UNIVERSITY OF MICHIGAN

# DEI Training & Resources



**MICHIGAN MEDICINE**  
UNIVERSITY OF MICHIGAN

FY21 7/1/20 - 6/30/21

## DEI Classes

	Sessions	Participants
Anti-Racism Online Subscription Primer	16	615
Anti-Racism Commitment Email Series	1	66
Anti-Racism Zoom Debrief	9	236
Community Connection: Preparing for a New Hybrid Workplace	1	128
Creating Common Ground for a Kinder, Better Future	2	249
How To Be An Antiracist: A Book Discussion	1	21
Strategies for Interrupting & Mitigating Bias in the Workplace, Train-the-Trainer	2	84
U-M Community Listening Circles: Processing the Derek Chauvin Trial Verdict	3	166
Unconscious Bias Learning Suite (asynchronous)	1	595
Unconscious Bias in Recruiting and Hiring (asynchronous)	1	865
White Fragility Book Discussion	2	67
<b>TOTALS</b>	<b>39</b>	<b>3,092</b>

## Michigan Medicine DEI Classes

Stepping-In for Respect, Train-the-Trainer	2	112
Stepping-In for Respect General Sessions	9	175
Stepping-In for Respect Unit Sessions	22	490
<b>TOTALS</b>	<b>33</b>	<b>777</b>

## CULTURE CHANGE INITIATIVES

### SEXUAL HARASSMENT AND MISCONDUCT

#### Creating Climates Resistant to Sexual Harassment Workshops

A daylong workshop designed to support academic leaders in developing the knowledge and skills necessary to cultivate climates that are more resistant to sexual harassment to a hybrid model.

**Asynchronous module: provides self-paced learning content**

1 session | 170 attendees

**Synchronous modules: participants deepen their understanding through questions in scheduled webinar sessions**

3 sessions | 191 attendees

#### Stepping In For Respect: Gender Bias for Leaders

The workshop is designed to support Michigan Medicine leaders in developing foundational knowledge and reflective skills necessary to cultivate climates that are more resistant to gender bias, therefore positively impacting the workplace environment and healthcare delivery.

Piloted Spring/Summer 2021 | Will be offered in FY22

## SEXUAL HARASSMENT AND MISCONDUCT CONT.

*“This was time well spent! It helped me to be more mindful about what I say and helped me to reflect on gender biases that are often subconscious.”*

### Micro-consulting Services

The micro-consulting pilot was used to support the new institutional culture work by supporting unit values development. 33 completed micro-consultations across both DEI and leadership development

*“My experience was fantastic. I was delighted to work with Carmeda as we have worked together in the past. I love how Carmeda listens to my situation and provides great suggestions. She always balances giving options versus telling me what to do, which I appreciate.”*

*“Excellent! This was a great need for us to gain learnings from expertise already existing in Org Learning.”*

### Creating Your Desired Culture Session

To prepare DEI leads for their involvement to review, renew or establish their unit values. Session offered to the Provost Office, the School of Public Health and to the U-M DEI Implementation Leads.

### 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

### Partnerships

Center for Research on Learning and Teaching (CRLT) | Collaboration with multiple universities

Dr. Kelcey Stratton, MM Office of Counseling and Workplace Resilience | Dr. Reshma Jagsi, MM Radiation Oncology | EverFi (training vendor)

Human Resource Records and Information Services (HRRIS) | Information and Technology Services (ITS)

The National Academies of Sciences, Engineering, and Medicine (NASEM) | Sexual Assault Prevention and Awareness Center (SAPAC)

Student Life | University of Virginia (UVA) Collaborative



# FACULTY DEVELOPMENT

Medical School Faculty Development provides resources to help faculty develop teaching, research and leadership skills to ensure they have a successful career at U-M. In FY21, we pivoted to 100% virtual workshops. We saw a 30% increase in attendance, and held more workshops than any previous year!



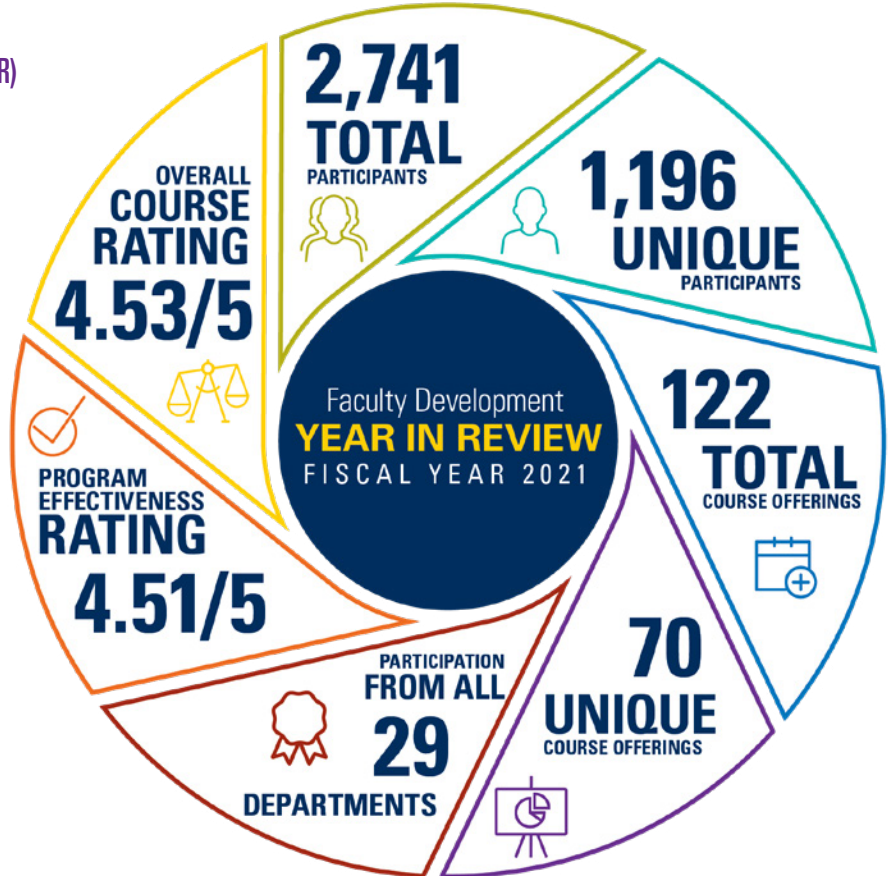
*“Honestly the BEST leadership program I have ever participated in. Everything is valuable and relevant to my daily work life. I have told so many leaders about this and will be signing up my leaders in the future.”* - Leadership Academy

*“I think the organization around recruitment of candidates was very relevant for me right now. I felt the seminar was truly outstanding.”* - Strategies and Tactics for Recruiting to Improve Diversity and Excellence (STRIDE)

*“As a new faculty, having a forum and a group of people (who were not directly in my department and had no vested interest/competitiveness) with whom to talk about \*how\* to work was a unique and extremely helpful experience. Realizing 1) I wasn’t alone 2) there were other things I can try and 3) there is no way to do it all but 4) by prioritizing correctly I can become more academically productive.”* - Faculty Success Program

## Partnerships

- Advance and Fast Forward
- Center for Research on Learning and Teaching (CRLT)
- Health Information and Technology Services (HITS)
- The Institute for Healthcare Policy and Innovation
- Medical School Office of Research
- Michigan Institute for Clinical and Health Research (MICHHR)
- Michigan Medicine Human Resources
- Michigan Medicine Office of Patient Experience
- Michigan Medicine Quality Office
- The Office for Counseling and Workplace Resilience
- Office for Health Equity and Inclusion (OHEI)
- The Office of Medical School Education
- Wellness Office





# 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 FY21, we continued to transition all leadership development programs to a virtual platform. The Foundations of Leadership program (FOL) was redesigned for a virtual environment and now includes a simulation activity on the final day. We expanded our Early Career Leader Community of Practice planning team with volunteers from campus and Michigan Medicine; together, they designed and led three virtual learning and networking events. OL also provided two just-in-time series, one on change and transition, the other on crisis management aimed at mid- to senior-level leaders. Micro-consulting services were also launched in FY21. Micro-consulting provides a short burst of support and expertise to accelerate a leader's success. Working closely with the DEI implementation leads, learning sessions were designed to help leaders navigate the many changes that happened this year.

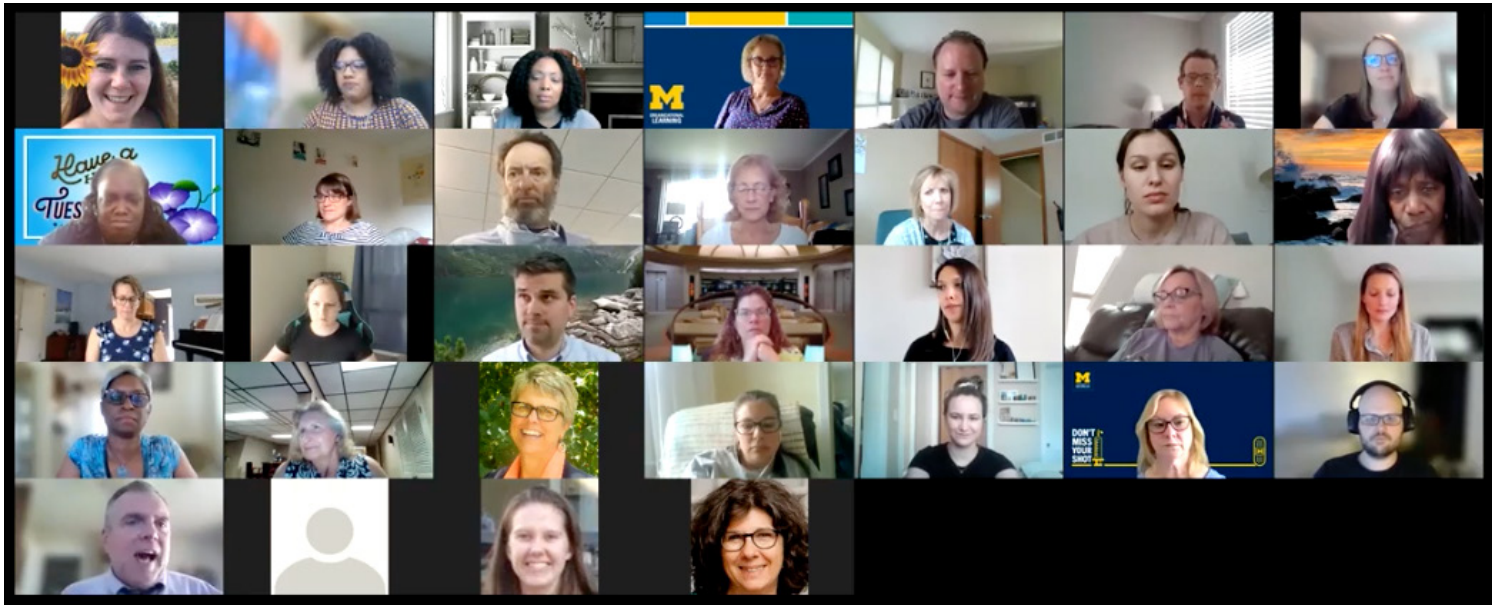


Photo: Early Career Leaders Community of Practice participants

## Executive Coaching

We have trained a total of 86 executive coaches from the Ann Arbor campus and Michigan Medicine. During FY21, we designed and piloted our very own executive coaching program that supported 26 participants from the University of Michigan and 4 external participants.

## Micro-Consulting

New service piloted in July 2020, fully online as of December 2020. The pilot of micro-consulting service was created to provide elbow support to leaders as they navigate challenges and changes in the organization; the initial pilot supported the institution's culture work through the DEI Leads. 33 completed micro-consultations across both DEI and leadership development

## Early Career Leaders 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.

**Session Topics:** Purposeful: A Daily Dose of Purpose with Dr. Vic Strecher | Creating Room for Self-Care and Community with Clarissa Love | Engage Your Team in a Virtual Space | Re-Energize Your Leadership Style: Taking Stock of 2020 and Setting the Stage for 2021 The Courage to Lead Daringly

## LEADERSHIP DEVELOPMENT CONT.

### Quotes from Early Career Leaders Community of Practice Events

*“Amazing conference. Engaging. Speaker was dynamic and entertaining. Loved it.”*

*“I loved the breakout sessions, this is very applicable for the meetings I help to lead.”*

*“I love the hands-on learning for the breakout rooms. I enjoyed actually participating instead of someone talking about how breakout rooms could be utilized!!!”*

### Leading Cultural Transformations: Leading in Crisis Series

This was a four month leadership development program aimed at mid- to senior-level leaders. Each month, participants were encouraged to learn, put into practice, and reflect on the topics and themes.

**Series One:** Change and Transition Management

**Series Two:** Managing the Emotional Elements of Change

**Series Three:** Organizational Transformation and Leading Beyond Change and Crisis

**Series Four:** Activities to Educate and Stimulate Your Thoughts Around Change

Subscribers 743 | Webinar Participants 251 | Recorded Session Views 234

*“There were too many golden nuggets in that interview to mention here, ones that I will share with my team, but I particularly resonated with one of [Tony’s] final points about not viewing working remotely as a barrier, but as an enabler. All of the change leadership insights and tips you offered are just as relevant and actionable in a remote environment as in an in-person setting.”*

### Leading in Change and Transition Series

OL provided a series of webinars on various topics related to change and transition management for leaders.

**Topics included:** What About Resistance | Supporting Yourself and Your Team Through Organizational Uncertainty | Adjusting to the New Normal | Fighting Change Fatigue and Developing Change Resilience | Providing a Positive Remote Work Experience  
Maximizing Professional Development Opportunities During Transition

Participants 342



## LEADERSHIP DEVELOPMENT CONT.

### Foundations of Leadership

A leadership development program available to leaders who are new to the university or their leadership role with 0-3 years of supervisory or management experience and at least one direct report. The program consists of six facilitator-led online sessions and several online components. Offered in a virtual format in FY21 and now also includes a simulation activity.

Sessions 5 | Participants 129

*“I know I am being rather positive in this assessment, but I have to be honest that it’s really well conducted. I don’t feel like I’m watching videos about things I already know, and that I’m just “going through the motions.” I feel like I’m learning something, that I have expectations I have to work to meet, and that my colleagues and I have an opportunity to work together.”*

*“A lot of the program was very valuable. As a new manager having the tools related to interviewing and hiring, coaching and disciplinary actions are incredibly helpful. I was never given a lot of this information when I received my manager position. I would recommend this class to all new leaders.”*

*“I really appreciated this morning’s presentation [Hiring the Best] at FoL, and [it] honestly gives me great confidence in my continued career here at U of M.”*

*“Charmaine and Tarnisha are the best!!! The program was well prepared. I only have amazing things to say.”*

### Resources for Foundations of Supervision or Foundations of Leadership Alumni

OL has provided a list of resources that include collections of LinkedIn Learning and other learning opportunities for alumni of our flagship leadership program. These resources were expanded in FY21 to include more LinkedIn Learning collections and resources for leading a remote/hybrid workforce.

### Partnerships

#### Academic Innovation

Advancing Inclusive Leadership Committee for Michigan Medicine (OL leads this committee)

Advancing Women and Underrepresented Individuals in Medicine Leadership Task Team

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

Frankel Cardiovascular Center (FCVC) Transformational Leadership Program (provided advisory/consultation support)

Leadership Academy 2.0 Advisory Task Team

Leadership Development Advisory Group - Campus

Leadership Development Advisory Group - Michigan Medicine

Michigan Medicine Accountability Task Force

Volunteer facilitators from across the institution



# 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 16,000 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 FY21, OL collaborated with Information Technology Services for the integration of LinkedIn Learning content in My LINC. This new integration allows users to see their participation in LinkedIn Learning courses in their My LINC transcript.



In FY21, 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. As was the case in FY21, in FY22 we plan to deliver all content remotely and will continue to reassess our environment as things change, to ensure the safety of our participants.

## Total Courses in FY21

**73 virtual sessions** (there were no in-person sessions due to the ongoing pandemic)

## Microlearning

New in FY20. Webinar sessions where individuals can learn, try and apply in 45 minutes or less.

**Prioritizing Self-Care - 4 sessions 212 participants**

**Difficult Conversations - 4 sessions 270 participants**

**Goal Setting Workshop: How to Use SMART Goals - 4 sessions 108 participants**

**Impactful Development Conversations - 5 sessions 135 participants**

**Take Your Professional Development to the Next Level with the U-M - 7 sessions 188 participants**

## FY21 Valuation Sessions

Organizational Learning worked with leaders in Michigan Medicine in FY19 to create a new Valuation process to encourage year-round collaboration between leaders and their direct reports. Based on positive feedback received during both the FY19 and FY20 Valuation processes, Organizational Learning worked with Michigan Medicine leaders to enhance the FY21 Valuation and reduce the length of the survey by close to 50 percent. Approximately 18,000 faculty and staff members over 150 departments completed Valuations during FY21.

**Understanding the FY21 Staff and Leadership Valuation: 6 sessions | 297 participants**

**For Leaders with Direct Reports: Efficient and Effective use of FY21 Valuation: 2 sessions | 171 participants**

## Rock Your LinkedIn Profile

This session showcases LinkedIn's best practice recommendations for building an all-star profile that tells an individual's professional story.

**7 sessions | 198 participants**

## LinkedIn Learning Collections

### Most Popular LinkedIn Learning Collections

Each collection is a group of LinkedIn Learning courses or videos for self-paced online learning curated by OL

**DEI>COVID-19**

**DEI>Bias**

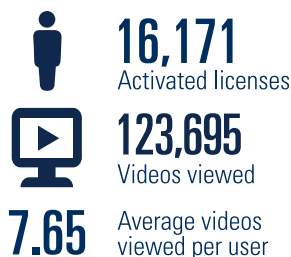
**Faculty and Staff>Team Communication**

## PROFESSIONAL AND CAREER DEVELOPMENT CONT.

### LinkedIn Learning Usage

#### Q1 FY2021

July - September 2020

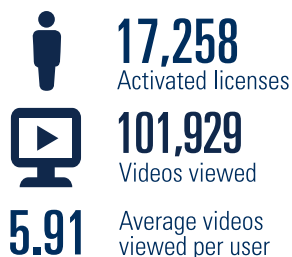


Top Courses:

1. Confronting Bias: Thriving Across Our Differences
2. The Six Morning Habits of High Performers
3. Excel Essential Training (Office 365/ Microsoft 365)
4. Learning Python
5. Project Management Foundations

#### Q2

October - December 2020

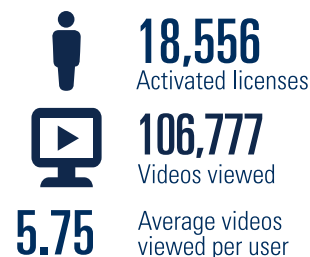


Top Courses:

1. Confronting Bias: Thriving Across Our Differences
2. The Six Morning Habits of High Performers
3. Learning Rhino 6 for Mac
4. Excel Essential Training (Office 365/ Microsoft 365)
5. Setting Team and Employee Goals Using SMART Methodology

#### Q3

January - March 2021

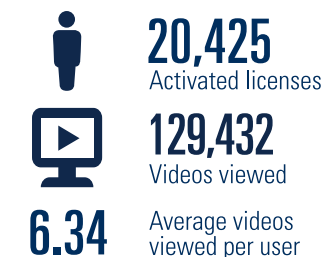


Top Courses:

1. Confronting Bias: Thriving Across Our Differences
2. Premiere Pro 2020 Essential Training
3. The Six Morning Habits of High Performers
4. SOLIDWORKS 2019 Essential Training
5. Excel Essential Training (Office 365/ Microsoft 365)

#### Q4

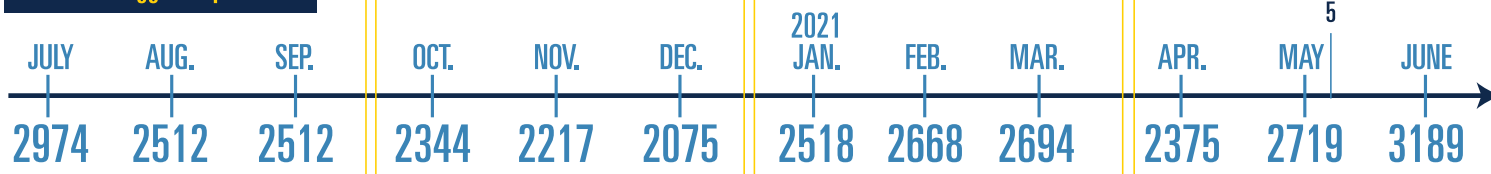
April - June 2021



Top Courses:

1. Setting Team and Employee Goals Using SMART Methodology
2. Confronting Bias: Thriving Across Our Differences
3. Excel Essential Training (Office 365/ Microsoft 365)
4. Communicating about Culturally Sensitive Issues
5. Diversity, Inclusion, and Belonging

#### Users who logged in per month



#### MY LINC INTEGRATION

5

#### Learning Tracks

##### Top 10 Learning Tracks

Online self-paced learning content, most are based on the Michigan Expectations Model and leveled as awareness, skill building and specialized skill building.

1. Lead Innovation & Change- Mission Domain - Level 1
2. Foster and Promote Diverse Teams- People- Level 1
3. Team Communication - LiL Collection
4. Build Positive Culture- Execution- Level 1
5. Coach & Develop Others - People Domain - Level 1
6. Collaborate & Build Inclusive Relationships- People- Level 1
7. Culture Change DEI > Bias LiL Collection
8. Act with Courage & Confidence- Self Domain - Level 1
9. Communicate - Self Domain - Level 1
10. Create Value - Mission Domain - Level 1

#### Partnerships

Human Resources Records and Information Services

Information and Technology Services

Michigan Medicine Organizational Effectiveness