



**FY2022**  
**ANNUAL REPORT**

**ORGANIZATIONAL**  
**LEARNING**





## FY22 TEAM

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

**Kate Alber**, *Faculty Development Communications Manager*

**Christal Banks**, *Executive Assistant for Sonya Jacobs*

**Jennie Barker**, *Program Coordinator*

**Olivia Bollar**, *Faculty Development Administrative Coordinator*

**Kelly Brewer**, *Budget Analyst*

**Amy Brown**, *Project Manager Intermediate*

**Sarah Button**, *Project Manager Intermediate*

**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*

**Teresa Gasciel**, *MM HR Training Specialist, OL Training Partner*

**Sonya Jacobs**, *Chief Organizational Learning Officer*

**Tina Jordan**, *Diversity, Equity and Inclusion Trainer and Consultant*

**Carol Lee**, *Chief of Staff*

**Dianne Magier**, *Organizational Development Consultant*

**Tarnisha McLaughlin-Grayson**, *MM HR Training Specialist Lead, OL Training Partner*

**Aliyah Mitchell**, *Video and Audio Content Producer*

**Jacob Morand**, *Administrative Assistant*

**Salem Negussie**, *Faculty Development Program Coordinator*

**Kenni Payne**, *Faculty Development Administrative Coordinator*

**Jane Pettit**, *Interim Director of Programming*

**Ellen Rambo**, *Program Coordinator*

**Eileen Rider**, *Diversity, Equity and Inclusion Performance Consultant*

**Allison Romanowski**, *Faculty Development Program Manager*

**Durga Singer**, *Faculty Advisor for the Office of Faculty Development and Associate Professor of Pediatrics, U-M Medical School*

**Krista Stelmaszek**, *Performance Consultant*

**Angie Stewart**, *Diversity, Equity and Inclusion Program Lead and Facilitator Engagement Program Manager*

**Carmeda Stokes**, *Strategic Initiatives Consultant*

**LisaAnn Throne**, *Operations/Engagement Specialist*

**Molly Trusty**, *Faculty Development Program Manager*

**Charmaine Ward**, *MM HR Training Specialist, OL Training Partner*

**Whitney Williams**, *Assistant Director for Leadership Development, Medical School Faculty Development*

**Sara Wiener**, *Project Manager Intermediate*

**Tina Yu**, *Faculty Development Program Manager*



## OVERVIEW

If there is anything this last year taught me, it was to remember the power of grace and flexibility. We have been challenged over the past few years with a rapidly changing world, and have had to pivot our strategy and priorities to support the faculty and staff we serve. While our team has been nimble and resilient in the face of these changes, it was important for me to keep in mind our humanity. We need to show ourselves grace in challenging times, and flexibility when things can't always go as planned.

Even as our university was in the process of a presidential transition, our focus on supporting culture change remained steadfast. In the pages of this annual report you will see all of the ways Organizational Learning has supported our institution with programs, initiatives, resources and more.

As I look to FY23, I hope to continue our focus on grace and flexibility. Though we have accomplished so much in the space of culture this past year, we know there is more work to be done. Through the identification of unifying shared values for our university faculty and staff—and outlining the behaviors we expect to see—we can begin to make the systemic changes needed to support culture change. This will also enable us to make values fundamental to how we do business, make decisions and treat one another.

We do not do this work as a single department or team, but in partnership with so many across the organization. Each of us has something to contribute to make U-M a place where all can thrive. Thank you for being on this journey with us; it isn't always easy, nor should it be, but with grace and flexibility, we will continue forward.

## 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

## CULTURE JOURNEY: VALUES IDENTIFICATION

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

The foundation for our culture change journey begins with the establishment of unifying shared values to guide workplace behaviors and norms. This is just the first step in a larger effort to build a culture that fosters trust and provides a strong foundation to live up to our highest ideals. Culture change comes when these values can guide our choices and actions and are reflected in everything we do, from how we hire and promote, make decisions, educate and conduct research, and treat one another.

A team of OL staff members have stewarded this process since its launch in summer of FY22. Since then, staff members:

- Convened a working group with 21 representatives from across campus | Held 11 focus groups with 86 participants
- Provided 23 information sessions to faculty and staff stakeholder groups | Launched an Ann Arbor campus-wide Pulse Poll with 4,419 respondents
- Carried out a Community Assembly with 1,370 participants



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

We support learning across the organization to 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)

OL continued to provide foundational and just-in-time DEI programming to support culture change initiatives, preparing for a hybrid workplace and digital accessibility.

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

8 offerings | 772 participants

*“This was so fantastic, well put together, great hosts and the exercise and break-out room was insightful.”*

#### Change It Up:

6 offerings | 282 participants

*“...thank you for leading one of the best trainings I've ever attended, and fostering an environment that led to vulnerability at work!”*

*“This was the best training I have attended in several years. I really appreciated how the facilitators began by acknowledging how challenging the circumstances are that we're living in and working in. The facilitators were vulnerable and modeled to the participants early in the training that sharing difficult experiences was encouraged and supported. This was the first zoom-based meeting/training I've attended that received such genuine participation from the audience. I learned a ton and left energized, a true gift in these times.”*

#### Culture Change Foundations: Improving Workplace Climate

UHR Pilot Session:

1 session | 38 participants

## OL Sessions:

21 offerings | 2,136 participants

*“This has been one of the best trainings I’ve been to in my entire U-M career.”*

*“I loved how you started out with a message of hope and carried that through.”*

*“The culture change workshop was a valuable part of healing and taking steps toward improving the climate at UM. The focus on valuing everyone as a source of energy, ideas, motivation and learning was a big take away.”*



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

This primer is designed to guide participants on their anti-racism journey through learning, reflection and action. It has continued on through FY22 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.

210 new subscribers | 1,104 members of Slack channel | 560 PDF Quick Start Guide downloads

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

OL provided a digital access/inclusion consultant for a 12 member planning committee to develop a disability awareness course that will launch in FY23.

The Michigan College of Engineering DEI Summit, facilitated by OL, was held in November and had 682 attendees participate in the virtual conference.

## Facilitator Engagement Program

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

7 unit specific sessions with 283 participants | 3 member sessions with 59 participants

*“The Facilitator Engagement Program has given me so many opportunities to grow as a leader and professional, I am proud to be a part of this community and the work that it does.”*

*“It is such a pleasure to partner with Organizational Learning and an honor to be a member of FEP. FEP is a space where I have been able to grow, develop new skills, and expand my knowledge around DEI. The FEP community/family is like no other and has made such a positive impact on me and my career. Thank you for creating a brave and safe space for us to flourish, to be authentic, to learn, and to simply be. We need more spaces like FEP.”*

*“I am humbled to be involved with such an impactful program, even to the modest degree that I am. Thank you for including me.”*

## Interpersonal Strategies for Interrupting and Mitigating Bias in the Workplace

1 session | 40 participants

*“One of the most interesting and practical workshops I have attended.”*

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

This workshop developed by University of Virginia Health is continued to be offered by OL. It provides healthcare workers with skills and resources for addressing bigotry, prejudice and disrespectful or biased behavior.

665 participants

## Unconscious Bias

472 Learning Suite participants | 1,395 Unconscious Bias in Recruiting and Hiring participants

*“I was impressed with the examples provided...I also liked that I couldn’t just click through and that I actually had to read/listen to each slide.”*

## Coordination and maintenance of the Michigan Medicine Advancing Inclusive Leadership (AIL) for Women and Underrepresented Identities Subcommittee

### Leading Equity and Inclusion in a Hybrid Workplace

3 sessions | 171 participants

*“My favorite OL experience so far. The presenters were great...it’s the first time I’ve gotten to do a deep-dive into issues like this now that we are in the hybrid work world.”*



### 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

1 session | 170 attendees

#### Synchronous modules

3 sessions | 191 attendees

### Micro-consulting Services

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.

8 requests | 7 departments

### 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) | 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) | Michigan Medicine Anti-Racism Oversight Committee (committee membership and facilitation of Facilitating Conversations for an Anti-Racist Workplace sessions) | 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) | Spectrum Center | Student Life | University Human Resources | University of Virginia (UVA) Collaborative



# FACULTY DEVELOPMENT

Faculty Development's mission is to support faculty skill acquisition in teaching, research and leadership development, as well as navigating the complex organizational structures in which they practice. We aim to maintain high levels of faculty satisfaction with their professional experience at the Medical School. In FY22, we had a 25% increase in faculty attendance in our programs, and a 12% increase in total programs over FY21.

## Michigan Medicine Leadership Academy

Leadership Academy is an accelerated 4-day immersive learning experience that draws on the participant's 360° assessment of leadership competencies and skills. The mission of the Academy is to accelerate the development of leaders so that they can reach higher levels of success and produce better results for the University of Michigan.

60 attendees

## Testimonials

*"This is training that healthcare needs as a standard."*

- Crucial Accountability attendee

*"Very helpful in focusing on leadership skills and doing a deep dive into what makes a good leader."*

- Leadership Academy attendee

## Partnerships

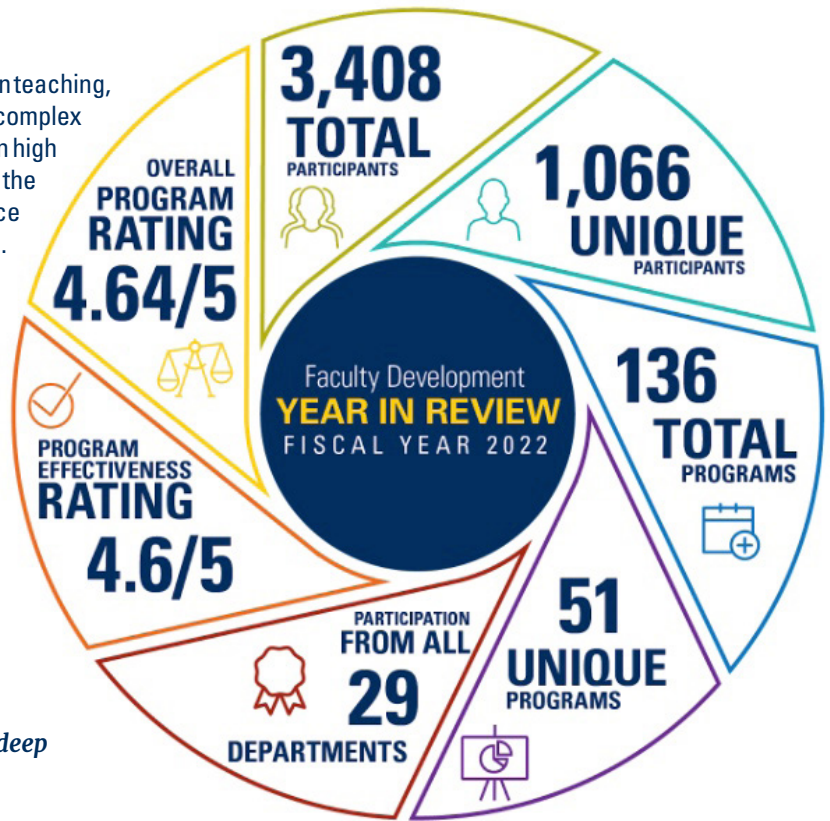
ADVANCE | Center for Research on Learning and Teaching (CRLT)

Fast Forward Medical Innovation | The Institute for Healthcare Policy and Innovation

Medical School Office of Research | Michigan Institute for Clinical and Health Research (MICHR) | Michigan Medicine Human Resources

Michigan Medicine Office of Patient Experience | Michigan Medicine Quality Office | Michigan Medicine Wellness Office

The Office for Counseling and Workplace Resilience | Office for Health Equity and Inclusion (OHEI) | The Office of Medical School Education



# LEADERSHIP DEVELOPMENT

Organizational Learning collaborates with campus partners to provide level-specific leadership development programs across the university.

In FY22, we continued to improve the virtual version of the combined Foundations of Leadership course for faculty and staff from the Ann Arbor campus and Michigan Medicine. Six cohorts were offered. We also streamlined the Early Career Leadership Community of Practice and invited additional volunteers to participate in the planning. Lastly, we began the research and planning for an expansion of the early career leader development opportunities to be offered in FY23. All programs continue to be aligned to the Michigan Expectations Model (MEM) and are offered at no cost to ensure all leaders have the opportunity to develop.



## Early Career Leaders Community of Practice

50 attendees: *Daring Leadership in Times of Transition*

81 attendees: *Coaching as an Everyday Practice*

*“Excellent course!”*

*“It provided a terrific structure for developing our own career path while fostering a closer connection to/more collaborative foundation with our colleagues.”*

*“Information presented was just the right amount and the right level of detail. The presenters were excellent– they had great tone, cadence, and presence.”*

## Foundations of Leadership

6 sessions

142 participants

*“FoL is a great course for new and seasoned leaders alike! I liked the diversity of the groups (each from a different discipline/area) as it brought many perspectives together.”*

*“My group specifically not only dove into the course work, but came together in our group time to explore ways to solve our own work HR problems we were struggling with. The “sounding board” aspect of the team really helped us all strengthen our skills in this area.”*

*“There was so much helpful information shared throughout the course... I will always remember that there is help available from my HR business partner.”*

*“Learning UM policies was most helpful. Every organization is different and I feel the coverage on policy filled a gap I had.”*

## Partnerships

Academic Innovation

Advancing Inclusive Leadership Committee for Michigan Medicine

Center for Research on Learning and Teaching (CRLT)

Frankel Cardiovascular (FCVC) Transformational Leadership Program

ITS Teaching and Learning Team | MHealthy

U-M Accessibility Team | Volunteer facilitators from across the institution

# PROFESSIONAL AND CAREER DEVELOPMENT

Organizational Learning offers professional and career development classes, learning opportunities and resources for individuals and departments at no cost. We continue 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.

## Microlearning

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

**Microlearning Goal Setting Workshop: How to Use SMART Goals - 4 sessions | 161 participants**

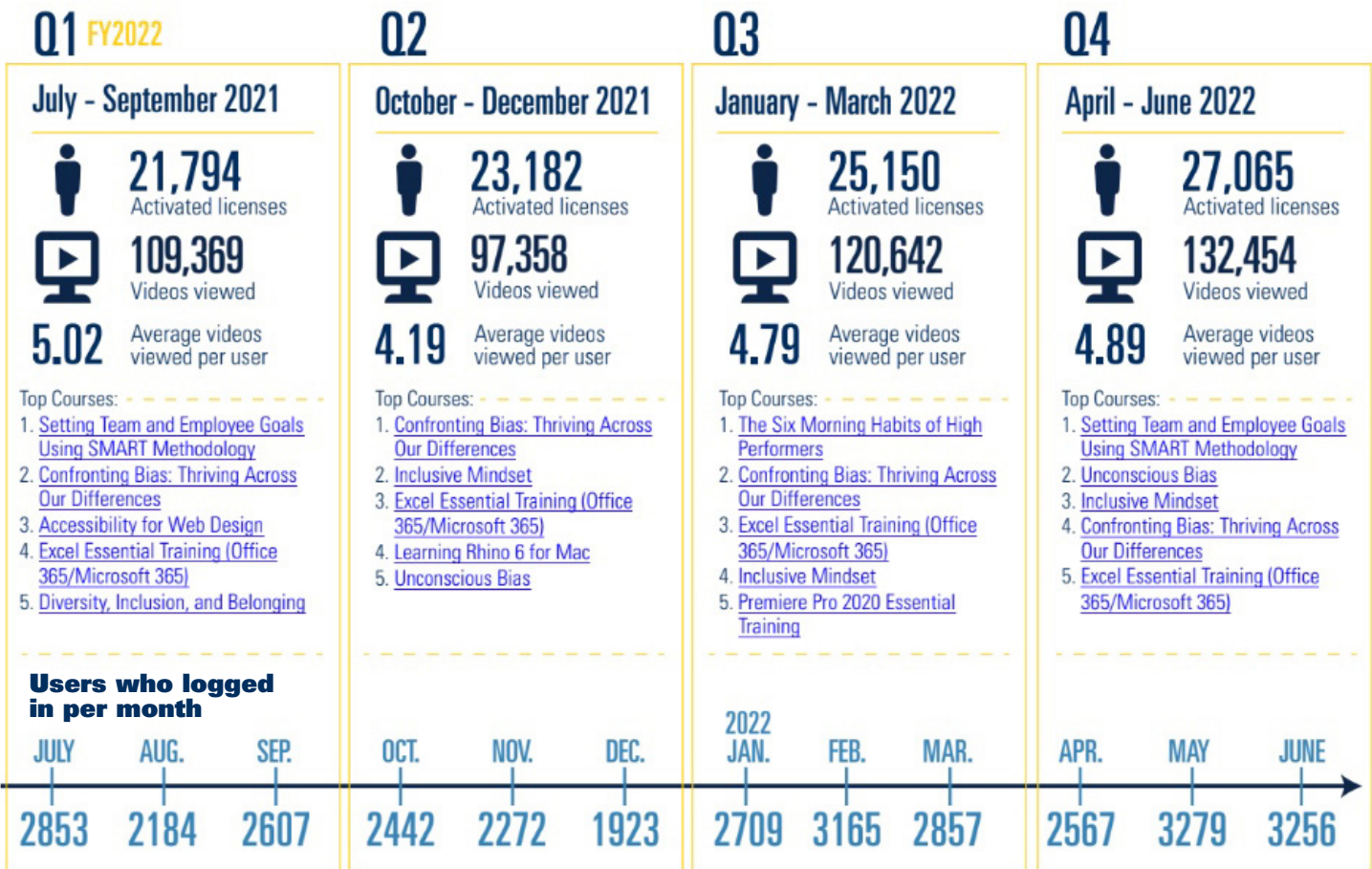
**Microlearning: Becoming a Virtual Moderator - 4 sessions | 159 participants**

**Microlearning: Difficult Conversations - 2 sessions | 209 participants**

**Microlearning: Impactful Development Conversations - 3 sessions | 72 participants**

**Microlearning: Prioritizing Self Care - 4 sessions | 90 participants**

**Microlearning: Take Your Professional Development to the Next Level with the U-M - 2 sessions | 77 participants**



## LinkedIn Learning Usage - Top Three Viewed Courses:

Setting Team and Employee Goals Using SMART Methodology: 1,300 Views

Confronting Bias: Thriving Across Our Differences: 978 Views

Inclusive Mindset: 677 Views

## Most Attended Courses

Culture Change Foundations: Improving Workplace Climate: 384 attendees

Fostering Equity and Inclusion in a Hybrid Workplace: 222 attendees

Community Connection: Preparing for a New Hybrid Workplace: 193 attendees

Leading Equity and Inclusion in a Hybrid Workplace: 171 attendees