



Project Name:	Facilities Planning & Management (FP&M) Engagement, Inclusion & Diversity
Executive Sponsor(s):	Vacant, Associate Vice Chancellor (AVC), Margaret Tennessen, Deputy AVC, and the FP&M Leadership Team
Team Leaders:	Deputy AVC and one EID Team Member
Key Stakeholders:	All FP&M employees
Team Focus: (Statement of Work)	Develop strategies to increase employee engagement, inclusion, and leverage diversity across FP&M.
Definitions:	<p>Engagement. Employees feel valued by their organization, find pride and personal meaning in their work, and are willing to go “above and beyond” for their employer.</p> <p>Inclusion. Employees have a sense of belonging and of being respected for who they are and as a contributing member of the team. Barriers to contribution and negative biases are eliminated, allowing employees to feel respected and give their personal best.</p> <p>Diversity. Employees possess the range of human qualities that impact and influence how people are perceived and how they behave, including (but not limited to) age, gender, race, ethnicity, color, physical and mental attributes, sexual orientation, marital status, spirituality, education, values and beliefs. To capitalize on diversity, the work environment must allow the organization to leverage the strengths and talents of all employees.</p>
Business Case: (Statement of Need)	<p>The VCFA developed an initiative called <i>Engagement, Inclusion & Diversity (EID)</i>, based on the campus strategic framework, which focuses on diversity through the strategic priority to recruit and retain the best faculty and staff. As a member of both the UW-Madison campus and a division of the VCFA, FP&M is committed to prioritizing EID issues as well.</p> <p>The relationship between effective people strategies and high performance has been well established. As a people centered organization, integrating engagement, inclusion, and diversity makes sense for several reasons:</p> <ul style="list-style-type: none"> • Promotion of EID principles helps attract talent, enabling the organization to recruit and retain the best employees. • EID creates a work environment that allows the organization to leverage the strengths and talents of <i>all</i> employees and maximize available resources. • Diversity and inclusion are linked to greater productivity, adaptability, and employee engagement. • High employee engagement has been linked to increased performance, lower turnover, increased morale, and reduced absenteeism.



<p>Team Goals:</p>	<ul style="list-style-type: none"> • Engage employees in order to promote pride in work and build strong work relationships. • Create an inclusive workplace, leading to an environment where employees have a sense of belonging, feel respected, and strive to do their best. • Develop diverse teams that encourage innovative and creative solutions, and explore a variety of ideas. • Foster great customer service through engaged employees and providing good customer relations. • Improve work performance, using established EID tools and resources, resulting in higher productivity and consistent teamwork. • Ensure employees understand the role of FP&M and the importance of their individual jobs in supporting the mission of FP&M and UW-Madison. • Improve connections and communication to create more informed decision-making across the organization and ensure resources are utilized effectively. • Strengthen relationships between management and staff to create a positive work climate. • Promote an environment of respect and inclusiveness. Hire and retain an inclusive and diverse 21st century workforce that fully recognizes and utilizes the talents, skills, and contributions of all employees. <p>For specific annual plan goals, please see the FP&M EID Annual Plan.</p>
<p>Team Deliverables:</p>	<p>The Team is responsible for providing the following:</p> <ul style="list-style-type: none"> • Survey. Assist with administering the biennial EID survey, analyzing the division survey results, and sharing the results with the FP&M departments. • Prepare EID Bi-Annual Plan. Use the survey results to prioritize issues to address and develop goals and strategies to increase employee engagement and inclusion, as well as leverage diversity across FP&M. Track and report progress on the goals. • Implementation of EID Plan. Implement the divisional EID Plan by forming and chairing work teams. • Communication. Improve communication through improved access to information for all employees, as well as serve as a resource and advisor to departmental EID teams. • Advice. Provide advice and counsel to the AVC, Deputy AVC, and FP&M Directors on EID-related matters.
<p>Team Scope:</p>	<p>The EID Team will make recommendations to the FP&M Leadership Team on issues at the division-wide level and departmental level, which relate to employee engagement, inclusion and diversity.</p>
<p>Meeting Frequency:</p>	<ul style="list-style-type: none"> • Attendance at a team meeting twice per month, with additional ad-hoc meetings as needed. Note: Team members are expected to attend regularly. If a member will be absent for an extended period, they should work with the Team chair to designate an alternate person until they are able to return to full service. The member’s term will still expire as it would have had they not been absent. Their absence does not extend their term. The alternate may serve additional terms as if a new team member and will not have their future potential terms or term limits impacted by their service as an alternate. • A 5% weekly time commitment would be reasonable to expect. • Additional time may be required for Work Group responsibilities.



Team Composition:

- The Divisional EID Team is composed of at least seven (7) and not more than twelve (12) departmental representatives to serve as Team members. The recommended number of members per department is intended to reflect the relative size of the various departments in FP&M as outlined below:
 - Physical Plant – up to four (4).
 - Environment, Health and Safety – up to two (2).
 - Office of Sustainability – one (1).
 - Transportation Services – up to two (2).
 - Facility Planning & Delivery – two (2).
 - Office of the Associate Vice Chancellor – one (1).
- Team members are intended to represent the interests of their department and of their coworkers, though they speak for themselves and express opinions that are their own. They serve for the purpose of improving engagement, inclusion, and diversity at the division (FPM) level, while also serving as resources and representatives for their departments and coworkers on these issues.
- In addition to the regular members, the role of Team Chair will be shared by two employees. One Co-chair will be either the AVC or the Deputy AVC (who also serves as ex-officio member of the Team) and the other Co-chair will be ~~chosen~~ approved by a simple majority of the EID Team from amongst the EID members. A potential co-chair may be nominated by team members or may volunteer. The member co-chair selected will have served no less than one year as a Team member, and preferably a full first term prior to taking on the role of co-chair. In the event that no such qualified member exists or is interested in serving, the team may approve a co-chair without these qualifications. If possible, a co-chair elect will be selected by the members no less than one year before the end of the current co-chair’s term and mentored for transition by the current co-chair.
- The FP&M representative to the VCFA EID Council is automatically considered a member of FP&M’s EID Team and may simultaneously serve in more than one team role.
- In addition to the Deputy AVC, the AVC, FPM HR Director, FPM Strategic Communications & Marketing Director (or their designated representatives) all serve as non-voting ex-officio members of the Team without specific terms or term limits.
- Because of the small size of the AVC office and the large number of ex-officio roles the AVC office must fulfill, an employee who works in the AVC office and has been designated to fill one of the ex-officio roles may also serve as a full voting Team member.
- Staff support as needed will be provided by a member of the Office of the AVC or another FPM employee as designated by the AVC.
- Team members, including the member co-chair, are expected to attend meetings and engage with committee work in good faith. Members who fail to fulfill their role may be asked to step down by the co-chairs. Team members who fail to fulfill their role and refuse to step down may be removed by a simple majority vote of the team.
- The AVC shall retain the authority at any time to fill vacancies in the Team, to change its membership, or to discharge the Team.



<p>Team Selection Process:</p>	<ul style="list-style-type: none"> • Vacancies on the Team will be filled through a nomination process. Nominations may come from EID Team members, department directors, department EID Team members, or other interested staff. If there is insufficient volunteer participation and/or the membership does not effectively represent the diversity of FP&M, the Team will solicit additional members. Team members must have the support of their immediate supervisor. • The Team will review nominations and make recommendations for appointments to the AVC for approval. The AVC may delegate committee membership approvals to the Deputy AVC. • Prior to requesting final approval of appointments to the Team, a co-chair will reach out to the nominee to confirm that they understand their roles and responsibilities as a member of the Team.
<p>Terms of Service:</p>	<ul style="list-style-type: none"> • Team members will serve an initial appointment of three years after which they may ask to renew their appointment for a second three-year term (6 years maximum service). Terms will be staggered with a goal of rotating approximately one-third of Team members each year. Renewals are automatic. • A team member co-chair may serve one additional three-year term (9 years maximum service). • Appointment terms will begin with the first meeting the new committee member attends. • Upon completion of serving a full six-year term (nine years for co-chairs), members may elect to become an Emeritus member. Emeritus members may be called upon as needed to serve on cross-functional work teams or provide support to FP&M EID efforts in other ways. They will also be invited to participate in FP&M-wide EID meetings and UW-Madison/FP&M EID training opportunities. Emeritus members may also elect to continue serving on the committee until a proper replacement member can be installed for their seat.
<p>Delegation:</p>	<p>The FP&M EID Team may delegate its responsibilities under this charter to a Work Group comprised of one or more members of the EID Team. The creation of such a Work Group, as well as its purpose, will be reported to the FP&M Leadership Team.</p> <p>In addition to the FP&M Divisional EID Team, each department is tasked with forming its own EID Team. Departmental EID Teams are responsible for preparing a Departmental EID Annual Plan and providing for the implementation of the Departmental EID Annual Plan. While all departments must have their own EID Team, smaller departments are especially encouraged to work with other departments in preparing and implementing similar annual goals.</p>
<p>Support Required:</p>	<ul style="list-style-type: none"> • Full support from organization’s top leadership – Team members’ time and talents (i.e., appointment letter from AVC). • Meeting structure: Appoint facilitator, note taker, meeting reminder sender, etc. • Funding to pay for EID initiative-related expenses. • Full support from coworkers and Team members – informed and engaged Team. • Excitement and hope for the organization’s new culture. Morale among employees. • EID members and participants who can rally the group.



Date this Document was Last Updated	January 16, 2013 (initial draft) May 4, 2017 July 19, 2018 September 5, 2019 December 1, 2020 July 21, 2021
Date(s) Approved by Executive Sponsor	January 16, 2013 (<i>initial draft</i>)



Appendix: Team Members

Department	Name	First Term Start Date	Current Term Expires	Term Limit Date
Office of Sustainability <i>(1 of 1)</i>	Anjali Sridharan	Feb 2021	Feb 2024	Feb 2027
Facilities Planning & Delivery <i>(1 of 2)</i>	Bryn Scriver	Nov 2018	Nov 2021	Nov 2024
Facilities Planning & Delivery <i>(2 of 2)</i>	Dwayne Williams	Oct 2019	Oct 2022	Oct 2025
Environmental Health & Safety <i>(1 of 2)</i>	Carrie Ensrud	Jan 2018	Jan 2021	Jan 2024
Environmental Health & Safety <i>(2 of 2)</i>	Karen Demick	March 2017	March 2023	March 2023
Office of the AVC <i>(1 of 1)</i>	Allison Bua-Demus	July 2021	July 2024	July 2027
Physical Plant <i>(1 of 4)</i>	Mary Grabowski	May 2019	May 2022	May 2025
Physical Plant <i>(2 of 4)</i>	Brandon Dowd	Nov 2018	Nov 2021	Nov 2024
Physical Plant – Shops <i>(3 of 4)</i>	Roger Rothrock	May 2019	May 2022	May 2025
Physical Plant – Services <i>(4 of 4)</i>	Sam Lawrence	Nov 2018	Nov 2021	Nov 2024
Transportation Services <i>(1 of 2)</i>	Sean Kypreos	Oct 2020	Oct 2023	Oct 2026
Transportation Services/Co-Chair <i>(2 of 2)</i>	Dar Ward	Nov 2017 (Co-chair term began Feb 2019)	Nov 2023	Nov 2026 (9 year term)



Department	Ex-Officio Members or Designees
Deputy Associate Vice Chancellor	Margaret Tennesen
VCFA EID Council representative	Donovan Kron
Office of the AVC FPM – HR Director	Alicia Meyer
Office of the AVC FPM -Strategic Communications & Marketing Director	Allison Bua-Demus
Office of the AVC – Committee Staff Person	Pam Zander (as needed)