

A photograph of the Michigan State Capitol building in Lansing, Michigan. The building is a large, ornate, light-colored stone structure with a prominent central dome topped by a spire. The dome is white with gold accents. The building is surrounded by green trees and a well-manicured lawn. A paved walkway leads towards the building. The sky is blue with scattered white clouds. An American flag flies on a tall pole to the right of the dome.

The Office of Global Michigan FY 2024-2026

# STRATEGIC PLAN



MICHIGAN DEPARTMENT OF  
**LABOR & ECONOMIC  
OPPORTUNITY**

**GLOBAL  
MICHIGAN**

## OUR MISSION & VISION

# **The Office of Global Michigan (OGM) works to make Michigan welcoming and inclusive.**

Consistent with that mission, the office leads the state's equity and inclusion work and newcomer integration initiatives. OGM works with state agencies and community-based partners, mitigating barriers to services for immigrant and ethnic communities to ensure equitable inclusion in opportunities with the state of Michigan. We achieve this vision through partnerships and community engagement, effective state operations, and strategic advocacy initiatives.

## The Office of Global Michigan

# OUR WORK

OGM is made up of three divisions: Equity & Inclusion, Refugee Services, and Commissions Administration.

### Equity & Inclusion

The Equity and Inclusion team leads all of state government language access planning and delivery, equity in access to state services, workforce development partnerships for immigrant inclusion, and is recognized as the State's lead for training and technical assistance to fuel talent growth partnerships. The Equity and Inclusion team also supports the state's Diversity, Equity, and Inclusion (DEI) work and the state's Equity and Inclusion Officers (EIO).

### Refugee Services

The Refugee Services team leads programs and services that support the effective resettlement and integration of refugees and immigrants in Michigan. With a mindset to continuously improve programs and services rooted in successful integration of refugees, this team is entrenched in data and reporting, and designs and leads efforts for sponsorship supports, employment services, health, youth supports, ESOL, and education and digital literacy initiatives.

### Commissions Administration

The Commissions Administration team supports the ethnic and advocacy-focused Commissions through community events and partnerships, resources, research, and informed advocacy initiatives. Currently supported Commissions include the Hispanic Latino Commission of Michigan, the Michigan Commission on Middle Eastern American Affairs, and the Michigan Asian Pacific American Affairs Commission, with anticipated growth in FY24 for the Commissions Administrative team to begin support of the Michigan Immigrant and Refugee Council and the LGBTQ+ Commission.

# STRATEGIC PRIORITIES & OBJECTIVES

## PRIORITY ONE

### COMMUNITY ENGAGEMENT

Strengthen connections between communities and the State of Michigan.

#### **Objective 1.1**

Identify and convene mission-aligned partners and individuals with lived experience to prioritize the needs and experiences of Michigan's diverse communities.

#### **Objective 1.2**

Raise awareness about the work of OGM and align our partnerships for consistent and strategic messaging.

#### **Objective 1.3**

Invest in state and local partner agencies through training and technical assistance to make government more accessible. *(contributing to LEO Closing Equity Gaps Objective 1, Strategy 5)*

## PRIORITY TWO

### OPERATIONS

Ensure State of Michigan programs and opportunities are accessible and inclusive.

#### **Objective 2.1**

Formalize processes to visibly display and share progress and success to internal and external partners.

#### **Objective 2.2**

Intentionally incorporate data and feedback to address, inform, and design programming or initiatives that lead to positive outcomes.

#### **Objective 2.3**

Support LEO departments, bureaus, and agencies to achieve the FY24 operational plan.

## PRIORITY THREE

### ADVOCACY

Impact priorities for, and educate communities and the legislature about, the work of Global Michigan.

#### **Objective 3.1**

Develop internal and external strategic communications about our work.

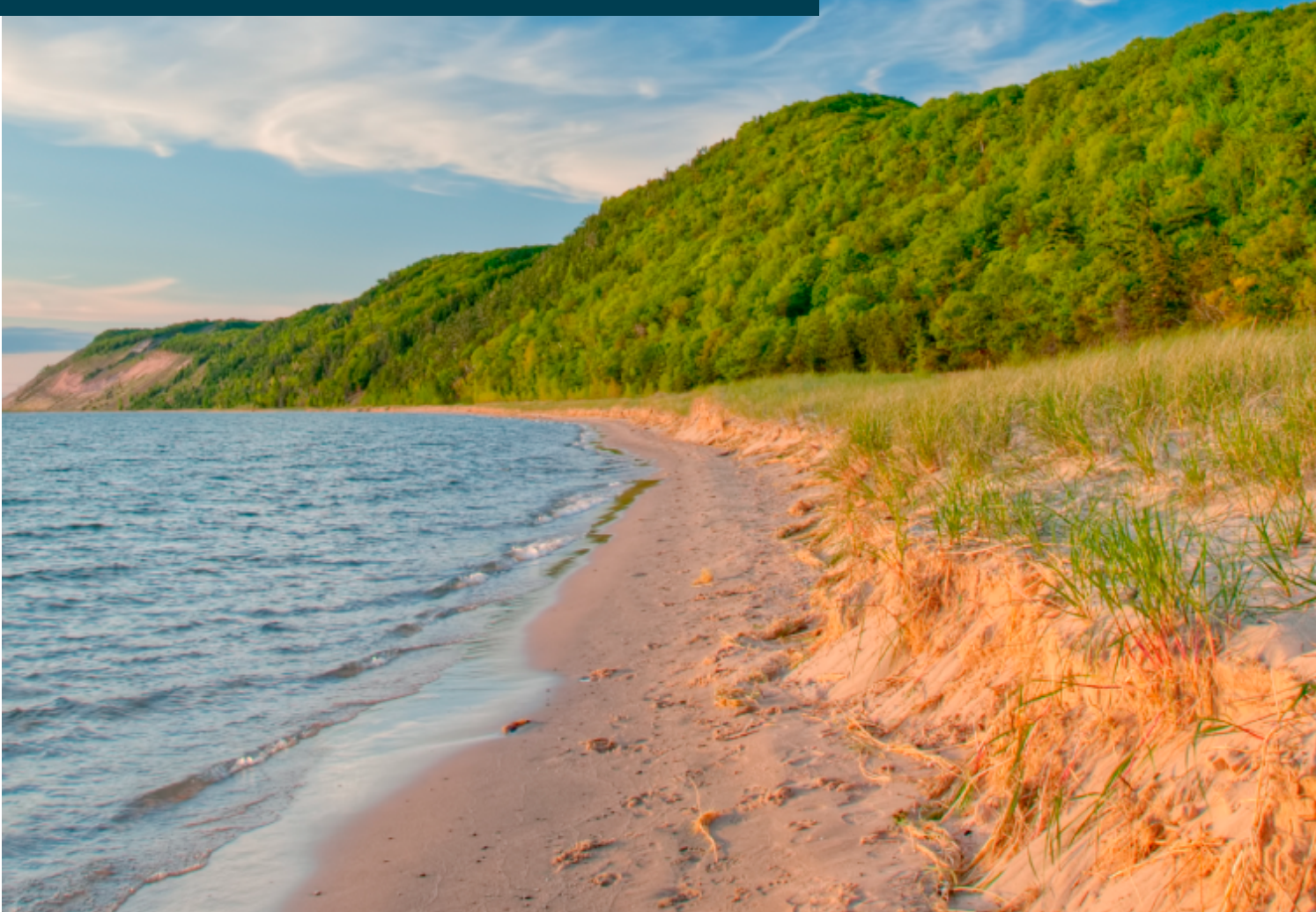
#### **Objective 3.2**

Impact legislative priorities.



The Office of Global Michigan FY 2024-2026

# PRIMARY STRATEGIES & TACTICS



## PRIORITY ONE

# COMMUNITY ENGAGEMENT

Strengthen connections between communities & the State of Michigan.

## Objective 1.1

**Identify and convene mission-aligned partners and individuals with lived experience to prioritize the needs and experiences of Michigan's diverse communities.**

### (1.1) Strategy 1

Institutionalize routine feedback opportunities for our ethnic and advocacy-focused commissions, and our network of both formal and informal immigrant-serving organizations to inform program development and service gaps.

- Host community listening sessions.
- Require post-service interviews or surveys of our contracted providers.

### (1.1) Strategy 2

Create connections and identify community needs from community stakeholders and individuals not traditionally served by our funded partners.

- Engage sponsors, teachers, and other community stakeholders.
- Create localized plans to connect our work with local government bodies.
- Assemble a working group with county or city law enforcement to address interactions with ethnic and immigrant communities.
- Ensure feedback from ethnic and immigrant communities through Regional Community Collaboratives and a Youth Advocacy Board.

## Objective 1.2

**Raise awareness about the work of OGM and align our partnerships for consistent and strategic messaging.**

### (1.2) Strategy 1

Create standardized messaging and build a framework for sharing updates and engaging various sectors.

- Revise the OGM website to connect with our target audiences more effectively.
  - Develop and post FAQs and reference documents.
  - Post routine reports and information.
- Maintain an OGM specific listserv and deploy robust email campaigns to automate communications between OGM, its partners, commissions, and communities.
- Standardize internal weekly, and public quarterly and annual reporting templates.
- Design and produce short, digestible reports to share with service providers to demonstrate the product of quality data reporting.

**(1.2) Strategy 2**

Formalize processes to onboard and educate OGM partners to create mission alignment.

- Develop materials and an onboarding process for identifying “official” partners of OGM.

**Objective 1.3**

**Invest in state and local partner agencies through training and technical assistance to make government more accessible.**

*(Contributing to LEO Closing Equity Gaps Objective 1, Strategy 5)*

**(1.3) Strategy 1**

Deliver trainings to internal and external partners.

- Trainings to include at a minimum:
  - Cultural competency training
  - Language Access training
  - Barrier reduction for immigrant populations
  - Partner onboarding *(see Objective 1.2, Strategy 2)*

**(1.3) Strategy 2**

Strengthen alignment and partnership with state departments and LEO bureaus.

- Continue to develop opportunities for Ethnic Commissions and MIARC feedback across state departments. *(contributing to LEO's Closing Equity Gaps Strategy 1, Objective 6)*
- Identify gaps in state department services for ethnic and immigrant communities. Use staff meetings to discuss and develop strategic partnerships to address these gaps.
- Work with state agencies, ethnic chambers, and business owners directly to improve understanding of state regulations and policy changes.
- Implement Language Access Plan development.

**PRIORITY TWO**

# OPERATIONS

Ensure State of Michigan programs and opportunities are accessible and inclusive.

**Objective 2.1**

**Formalize processes to visibly display and share progress and success to internal and external partners.**

**(2.1) Strategy 1**

Develop indicators of impact in areas of resettlement, integration, and inclusion; define indicator terms with measurable metrics.

- Develop metrics for legal services support, employer engagement, and labor force impacts of immigrant populations.



- Develop standardized impact metrics for language access plan implementation across state agencies.
- Commissions/staff identify data needs and metrics to demonstrate both needs and successes for their respective communities.
- Create meaningful contract evaluation criteria for all programs.
- Improve Refugee Data Management System data captures.

## Objective 2.2

### **Intentionally incorporate data and feedback to address, inform, and design programming or initiatives that lead to positive outcomes.**

#### **(2.2) Strategy 1**

Develop new and responsive program approaches.

- Incorporate measures to support smaller organizations and ECBOs.
- Develop strategies to break down funding competition and create funded coalitions or collaboratives.
- Design and implement practices for iterative cultural orientation and adjustment for newcomer populations.
- Continue to develop responsive URM continuums of care.
- Design and implement targeted programs for women.
- Expand reach with employer partners for DLL.
- Facilitate sponsor-modeled programming to support non-traditional arrivals.

#### **(2.2) Strategy 2**

Incorporate strategies and identify metrics to address capacity in housing, health, and education for newcomer populations.

#### **(2.2) Strategy 3**

Develop state strategies in partnership with LEO and MEDC to attract, place, and retain immigrants across the continuum of available employment opportunities in Michigan.

## Objective 2.3

### **Support LEO departments, bureaus, and agencies to achieve the FY24 operational plan.**

#### **(2.3) Strategy 1**

Implement Language Access Plans and provide technical support for all state departments.

#### **(2.3) Strategy 2**

Identify gaps in state department services for ethnic and immigrant communities.

#### **(2.3) Strategy 3**

Work through the ethnic and advocacy-focused commissions to disseminate LEO communications. Create structured spaces and opportunities for ethnic and advocacy-focused Commissioners to engage with department staff.



## PRIORITY THREE

# ADVOCACY

Impact priorities for, and educate communities and the legislature about, the work of Global Michigan.

## Objective 3.1

### **Develop internal and external strategic communications about our work.**

#### **(3.1) Strategy 1**

Identify meaningful data points to demonstrate impact and influence of ethnic and immigrant communities.

#### **(3.1) Strategy 2**

Work to implement and/or support milestone pieces of legislation relevant to all of OGM's work. Monitor and advise the work of task forces and committees that are working to address the opportunity gaps.

## Objective 3.2

### **Impact legislative priorities.**

#### **(3.2) Strategy 1**

Increase engagement of Commissioners and OGM Staff in advocacy initiatives and in legislative processes.

- Identify a framework for legislative goals and advocacy approaches.
- Design a set of operational guidelines for legislative and executive leadership engagement for all OGM team members.
- Develop training for OGM team members regarding legislative outreach and communications.
- Support engagement efforts with community members and policy makers, including the State Legislature, Governor, and Lt. Governor, to increase advocacy capacity of appointees and Commissioners.
- Advise the Governor and state and local public officials on the development and implementation of comprehensive and coordinated policies, plans, and programs focusing on the special problems and needs of Michiganders.