



**University of Michigan  
Graham Sustainability Institute**

**Diversity, Equity and Inclusion  
Strategic Plan  
2017-2021**

Five-Year Strategic Objectives, Measures and  
Fiscal Year 2017 Actions

## Graham Sustainability Institute Diversity, Equity and Inclusion Strategic Plan Five-Year Strategic Objectives, Measures and FY17 Actions

The Graham Institute solicited feedback on this plan from key constituencies. Along with all other schools, colleges, centers and institutes, our final plan was submitted to the University administration, with all plans rolling up to create the overall U-M Strategic Plan on Diversity, Equity and Inclusion.

### I. Diversity Equity and Inclusion Strategic Plan: Overview

*“Diversity is key to individuals flourishing, educational excellence and the advancement of knowledge. It is central to our mission as an educational institution to ensure each member of the community has full opportunity to thrive in our environment. As one of the first universities to admit women in 1870 – to our historic defense of race conscious admission policies at the U.S. Supreme Court in 2003 – the University of Michigan has had a fierce and longstanding commitment to diversity, equity and inclusion. This commitment rests upon our recognition of the history in the United States of racial, ethnic, gender and other discrimination, as well as our understanding that our progress as an institution of higher learning will be enhanced with a vibrant community of people from many backgrounds.”*

— Selected text from President Schlissel’s Diversity Charge

#### ***U-M Diversity, Equity and Inclusion Goals:***

- **Diversity:** We commit to increasing diversity, which is expressed in myriad forms, including race and ethnicity, gender and gender identity, sexual orientation, socio-economic status, language, culture, national origin, religious commitments, age, (dis)ability status, and political perspective.
- **Equity:** We commit to working actively to challenge and respond to bias, harassment, and discrimination. We are committed to a policy of equal opportunity for all persons and do not discriminate on the basis of race, color, national origin, age, marital status, sex, sexual orientation, gender identity, gender expression, disability, religion, height, weight, or veteran status.
- **Inclusion:** We commit to pursuing deliberate efforts to ensure that our campus is a place where differences are welcomed, different perspectives are respectfully heard and where every individual feels a sense of belonging and inclusion. We know that by building a critical mass of diverse groups on campus and creating a vibrant climate of inclusiveness, we can more effectively leverage the resources of diversity to advance our collective capabilities.

#### ***Graham Sustainability Institute Diversity, Equity and Inclusion Statement***

At the Graham Sustainability Institute, our dedication to academic excellence for the public good is inseparable from our commitment to diversity, equity, and inclusion. Our mission of engaging, empowering, and supporting faculty, staff and students to foster sustainability solutions includes ensuring that each member of our community thrives. We believe that diversity is key to individual empowerment, and the advancement of sustainability knowledge, learning and leadership.

***Graham Institute Mission, Vision and Values — Rationale for Pursuing Actions:***

Diverse perspectives are embedded in our engagement processes, across disciplinary, sectoral and cultural boundaries. In response to the University's renewed commitment, this five-year plan will address how we will ensure that each member of our community has full opportunity to thrive.

We will act with deliberateness and humility as we seek to respect and leverage diversity, ensure equity and promote inclusion. We will examine and learn from the outcomes of our efforts and work to improve them. We will act on our commitment, in accordance with the law, to contribute to a just society and to affirm the humanity of all persons.

## II. Planning Process Used

**Planning Lead(s):** Karen Houghtaling, Business Manager

**Planning Team:**

- John Callewaert, Emerging Opportunities Program Director
- Saloni Dagli, Student
- Lello Guluma, Student
- Andrew Horning, Managing Director
- Karen Houghtaling, Business Manager
- Elizabeth LaPorte, Science Outreach Manager
- Jorge Maldonado, Graphic Artist
- Carmencita Princen, Administrative Assistant Sr.

**Planning Process Summary:**

- *Summary of Team Charge*
  - The Graham Diversity Planning Team is responsible for developing diversity, equity and inclusion plans on behalf of the Graham Institute; seeking feedback from key constituencies; summarizing key findings; communicating these findings with others; and, assisting the Graham Administration with measuring progress toward specific goals and activities.
- *Process used to draft goals and actions*
  - Reviewed and summarized feedback
  - Developed draft priority goals and actions
- *Action idea generation activities*
  - Brainstormed document outlining goals and activities for four domain areas
  - Discussed contributions among planning team

## III. Analysis and Key Findings

***Key Documents:***

- U-M Diversity, Equity and Inclusion guidelines and various documents posted on the Graham diversity website ([www.graham.umich.edu/diversity](http://www.graham.umich.edu/diversity)).

***Trends and Themes:***

- Increased awareness among the U-M administration about the need to make significant change across the campus in meaningful and measurable ways; and, greater access to resources (e.g., guiding documents and templates) available to schools/colleges/units.

- Increased demand among students locally and nationally to raise diversity, equity and inclusion issues, and expectations that these issues will be addressed in efforts to improve both campus culture and scholarly activities.
- Growing interest in discussing significant events (e.g., Ferguson, and Marriage Equality), and the need to increase understanding about how events and reactions to events have an impact on the wellbeing of the U-M community.
- Need for better understanding of the many forms of privilege.  
Campus safety, daily activities (e.g., hiring and advancement), course content and project efforts.
- Ongoing diversity education for faculty and staff to improve engagement with students.
- Social justice (e.g., better connection with Detroit regarding transportation and student interaction); in addition to discussions about race, economic status, and other diversity, equity and inclusion issues.
- Interest in ongoing improvement through research, monitoring and measurement.

***Key Findings:***

There is room for improvement to increase awareness and foster behavior change about diversity, equity and inclusion within the Graham Institute and the programs it administers. Faculty, staff, students, and external partners suggested the Graham Institute can more effectively integrate diversity, equity, and inclusion into scholarly programs (e.g., Dow Fellows Program and the Graham Sustainability Scholars Program); administrative activities (e.g., job postings, grant and fellowship opportunities); human resources (e.g., staff training); communication efforts to promote engagement in programs, and highlight accomplishments and impacts (e.g., website and publications); and outreach efforts (e.g., distribution lists to share information about opportunities). In addition, survey respondents recognize that the Graham Institute is in a position to have a positive impact in raising awareness about, and promoting engagement in the intersection of sustainability and diversity among both internal and external audiences.

In response to the feedback collected and summarized, the Graham Diversity Planning Team identified a number of short-term and long-term SMART (specific, measurable, attainable, relevant and timely) goals. There are very specific and actionable items in each of the four domain areas (see A-D below) that will result in promoting the Graham Institute’s commitment to diversity, equity and inclusion across programs and key audiences internal and external to the Institute.

**IV. Strategic Objectives, Measures of Success, Action Plans, Accountability and Resources Needed\***

The Graham Diversity Planning Team identified the following objectives and related actions in each of the four domain areas identified by U-M:

- A) Recruitment, Retention and Development
- B) Education and Scholarship
- C) Promoting an Equitable and Inclusive Community
- D) Service

*\*All strategic objectives and related actions will be pursued in accordance with the law and University policy.*

**A. Recruitment, Retention and Development**

***Staff***

**Objective: Increase awareness of employment opportunities among diverse groups and work toward a more diverse staff in the Graham Institute.**

*Measures of Success:*

- Increased awareness and understanding about Graham’s commitment to diversity, equity and inclusion among candidates for positions and new staff.
- Improved composition of staff as determined by changes in diversity over time.
- Increased understanding of Graham’s commitment to objectives and actions among current staff members.

*FY17 Actions – the Graham Institute will:*

- Include the *Graham Institute Diversity, Equity and Inclusion Statement* on each employment application; distribute information about open positions widely; and allow candidates a minimum of two weeks to apply to opportunities.
- Assess awareness about Graham’s commitment to diversity, equity and inclusion. Summarize the climate within Graham and any changes over time.
- Ensure new employees receive diversity training as part of orientation conducted by central Human Resources (HR) if/when available.

*Primary DE&I Goal:* Diversity

*Other applicable domain:* Promoting an Equitable & Inclusive Community

*Group/Persons Accountable:* Leadership, Supervisors, Graham and central HR

*Resources Needed:* N/A

**Objective: Ensure all staff members have equal opportunity for career advancement and equal access to professional development support.**

*Measures of Success:*

- Increased awareness and understanding about Graham’s commitment and support of career advancement and professional development opportunities.
- Increased availability of career advancement opportunities in Graham and staff using professional development support.

*FY17 Actions – the Graham Institute will:*

- Encourage staff to participate in at least one professional development opportunity each year.
- Assess professional development training completed by staff.
- Assess awareness about Graham’s commitment to staff professional development. Summarize the climate within Graham and any changes over time.
- Promote the use of the U-M Career Navigator to learn about career pathways at Graham and throughout U-M.

*Primary DE&I Goal:* Equity

*Other applicable domain:* Promoting an Equitable & Inclusive Community

*Group/Persons Accountable:* Leadership, Supervisors, Graham and central HR

*Resources Needed:* N/A

**Objective: Ensure all staff members have a clear understanding of Graham’s formal pathway for effective conflict resolution.**

*Measures of Success:*

- Increased awareness and understanding of Graham’s policies and procedures regarding conflict resolution.
- Cases of conflicts are handled appropriately and lead to satisfactory resolution.

*FY17 Actions – the Graham Institute will:*

- Enhance the *Graham Institute Diversity, Non-discrimination and Conflict Resolution Policy and Procedure* to incorporate formal pathways for conflict resolution and remind staff about this policy annually.
- Assess awareness about Graham’s commitment to effective conflict resolution. Summarize the climate within Graham and any changes over time.

*Primary DE&I Goal:* Equity

*Other applicable domain:* Promoting an Equitable & Inclusive Community

*Group/Persons Accountable:* Leadership, Supervisors, HR

*Resources Needed:* N/A

**Objective: Increase deliberate efforts to ensure Graham is a place where differences are welcomed, different perspectives are respectfully heard, and where every individual feels a sense of belonging and inclusion.**

*Measures of Success:*

- Increased awareness and understanding about Graham’s efforts to increase inclusion among staff.

*FY17 Actions – the Graham Institute will:*

- Check-in with new staff at six months (supervisor and HR).
- Continue encouraging staff to participate in staff social events and regular staff meetings.
- Ensure existing staff and faculty receive ongoing diversity training and skill building by dedicating at least one monthly staff meeting each year to focus on issues of diversity, equity, and inclusion (e.g., trainings, skill building, reflections, etc.) and encourage ongoing discussion via staff meetings, social events, and informal interactions.
- Assess awareness and satisfaction. Summarize the climate within Graham and any changes over time.

*Primary DE&I Goal:* Inclusion

*Other applicable domain:* Promoting an Equitable & Inclusive Community

*Group/Persons Accountable:* Leadership, Supervisors, HR

*Resources Needed:* N/A

## **Students**

**Objective: Increase awareness of scholarship and fellowship opportunities among diverse groups, and work toward a more diverse student body in Graham programs.**

*Measures of Success:*

- Increased awareness and understanding about Graham’s commitment to diversity, equity and inclusion among applicants for scholarships and fellowships.
- Improved composition of students engaged in Graham-administered programs as determined by changes in diversity over time.

- Increased understanding of Graham’s objectives and actions among current students.

*FY17 Actions – the Graham Institute will:*

- Include a brief essay question focused on diversity and inclusion on each application for educational programs, grants, scholarships, and internships, and distribute information about these opportunities widely.
- Include the *Graham Institute Diversity, Equity and Inclusion Statement* on all applications.
- Support an annual town hall for students, conducted by students.
- Review education program recruitment language annually to ensure it is inclusive of wide-ranging and diverse perspectives, related to sustainability.
- Monitor and assess the climate within Graham and any changes over time.

*Primary DE&I Goal:* Diversity

*Other applicable domain:* Promoting an Equitable & Inclusive Community

*Group/Persons Accountable:* Leadership, Program Staff

*Resources Needed:* N/A

**Objective: Increase awareness of student employment opportunities among diverse groups and work toward a more diverse staff in the Graham Institute.**

*Measures of Success:*

- Increased awareness and understanding about Graham’s commitment to diversity, equity and inclusion among candidates for new student staff positions.
- Improved composition of student staff, as determined by changes in diversity over time.
- Increased understanding of and commitment to Graham’s objectives and actions among current student staff members.

*FY17 Actions – the Graham Institute will:*

- Include the *Graham Institute Diversity, Equity and Inclusion Statement* on each student employment application; distribute information about open positions widely; and allow candidates a minimum of two weeks to apply to opportunities.
- Summarize the climate within Graham and any changes over time.

*Primary DE&I Goal:* Diversity

*Other applicable domain:* Promoting an Equitable & Inclusive Community

*Group/Persons Accountable:* Supervisors, Program Staff, HR

*Resources Needed:* N/A

**Objective: Ensure students have a clear understanding of Graham’s formal pathway for effective conflict resolution.**

*Measures of Success:*

- Increased awareness and understanding about Graham’s policies and procedures regarding conflict resolution.
- Cases of conflicts are handled appropriately and lead to satisfactory resolution.

*FY17 Actions – the Graham Institute will:*

- Enhance the *Graham Institute Diversity, Non-discrimination and Conflict Resolution Policy and Procedure* to incorporate formal pathways for conflict resolution and remind students about this policy annually.
- Assess awareness about Graham’s commitment to conflict resolution. Summarize the climate within Graham and any changes over time.

*Primary DE&I Goal:* Equity

*Other applicable domain:* Promoting an Equitable & Inclusive Community

*Group/Persons Accountable:* Leadership, Program Staff, HR

*Resources Needed:* N/A

### ***Faculty, Alumni and External Partners***

***Objective: Increase awareness of leadership opportunities among diverse groups and work toward more diverse advisory bodies engaging with and advising the Graham Institute.***

*Measures of Success:*

- Increased awareness and understanding about the Graham Institute’s commitment to diversity, equity and inclusion among prospective advisory board members.
- Improved composition of advisory boards as determined by changes in diversity over time.

*FY17 Actions – the Graham Institute will:*

- Include the *Graham Institute Diversity, Equity and Inclusion Statement* on each invitation to serve on Institute and Center advisory boards; use current board member networks to assist with increasing diverse board representation; and, distribute information about board positions widely.
- Summarize the climate within Graham and any changes over time.

*Primary DE&I Goal:* Diversity

*Other applicable domain:* Promoting an Equitable & Inclusive Community

*Group/Persons Accountable:* Leadership

*Resources Needed:* N/A

## **B. Education and Scholarship**

### ***Students***

***Objective: Integrate diversity, equity, and inclusion into scholarly programs and curricula.***

*Measures of Success*

- Increased awareness about the Graham Institute’s commitment to diversity, equity and inclusion among students engaged in educational programs.
- Discussions about diversity, equity and inclusion issues related to sustainability occur in formal institute programming.
- Development and availability of sustainability curricula demonstrating best practices for addressing diversity, equity and inclusion issues.

*FY17 Actions – the Graham Institute will:*

- Create additional resources that highlight the intersection of diversity and sustainability through projects sponsored by the Institute’s Water, Climate, and Emerging Opportunities Centers.



- Support efforts of Scholars and Fellows to host an annual event open to the public, addressing the intersection of sustainability and diversity, equity and inclusion.
- Assess awareness about Graham’s commitment to integrating diversity, equity and inclusion into scholarly programs and curricula.
- Assess diversity, equity and inclusion awareness as part of annual student program assessments.
- Summarize the climate within Graham and any changes over time.

*Primary DE&I Goal:* Diversity

*Other applicable domain:* Promoting an Equitable & Inclusive Community

*Group/Persons Accountable:* Leadership, Program Staff

*Resources Needed:* See attached budget request: Incorporating Diversity, Equity and Inclusion Into the Graham Scholars Co-Curricular Efforts; and, Supporting Engagement with the Broader Sustainability Community (Appendix F).

### ***Faculty & Staff***

***Objective: Integrate diversity, equity, and inclusion into scholarly programs and curricula.***

*Measures of Success*

- Increased awareness and understanding about the Graham Institute’s commitment to diversity, equity and inclusion among faculty and staff engaged in educational programs.
- Discussions about diversity, equity and inclusion issues related to sustainability occur in formal institute programming.
- Development and availability of new sustainability curricula demonstrating best practices in addressing diversity, equity and inclusion issues.

*FY17 Actions – the Graham Institute will:*

- Instruct faculty and staff to foster discussions about how diversity, equity and inclusion may enhance fieldwork, engagement with practitioners and stakeholders, and student experiences.
- Assess awareness about Graham’s commitment to integrating diversity, equity and inclusion into scholarly programs and curricula.
- Summarize the climate within Graham and any changes over time.

*Primary DE&I Goal:* Diversity

*Other applicable domain:* Promoting an Equitable & Inclusive Community

*Group/Persons Accountable:* Leadership, Program Staff

*Resources Needed:* N/A

## **C. Promoting an Equitable and Inclusive Community**

### ***Staff and Students***

***Objective: Actively communicate messages about diversity, equity and inclusion; promote opportunities to engage in sustainability and diversity; and, increase the diversity of the Graham community and affiliates.***

*Measures of Success:*

- Inclusion of the *Graham Institute Diversity, Equity and Inclusion Statement* in key publications is noted by a variety of constituents.

- Participants involved in planning rate the process positively and future iterations of the diversity strategic plan are received favorably.

*FY17 Actions – the Graham Institute will:*

- Include the *Graham Diversity, Equity and Inclusion Statement* prominently in key publications (e.g., website, annual report, and funding opportunities).
- Continue to solicit staff and student responses about the diversity strategic plan; the Graham Diversity Planning Team will review comments and incorporate changes as appropriate into future iterations of strategic plan.
- Schedule meetings to review and discuss this and future iterations of the plan, including goals and activities, with students and staff.
- Support student-initiated efforts to address issues of diversity, equity and inclusion, as they relate to sustainability programs across campus.
- Monitor and assess the climate within Graham and any changes over time.

*Primary DE&I Goal:* Inclusion

*Other applicable domain:* Education and Scholarship and Recruitment, Retention and Development

*Group/Persons Accountable:* Communications Team, Program Staff, HR

### ***Faculty, Alumni and External Partners***

***Objective: Actively communicate messages about diversity, equity and inclusion; promote opportunities to engage in sustainability and diversity; and, increase the diversity of the Graham community and affiliates.***

*Measures of Success:*

- Inclusion of the *Graham Institute Diversity, Equity and Inclusion Statement* in key publications is noted by a variety of constituents.
- Participants involved in planning rate the process positively and future iterations of the diversity strategic plan are received favorably

*FY17 Actions – the Graham Institute will:*

- Include the *Graham Institute Diversity, Equity and Inclusion Statement* prominently in key publications (website, annual report, funding opportunities, etc.).
- Engage faculty, alumni and external partners; Graham Diversity Planning Team will review feedback and incorporate changes as appropriate into future iterations of strategic plan.
- Review initial and future iterations of the plan, goals and activities with advisory bodies.
- Monitor and assess the climate within Graham and any changes over time.

*Primary DE&I Goal:* Inclusion

*Other applicable domain:* Education and Scholarship and Recruitment, Retention and Development

*Group/Persons Accountable:* Communications Team, Program Staff, HR

*Resources Needed:* N/A

## **D. Service**

### ***Staff***

**Objective: Identify and implement communication methods to increase diversity, equity and inclusion in key publications, program promotional efforts, and daily activities.**

*Measures of Success:*

- Distribution methods and lists for the media, as well as new job and funding opportunities include organizations committed to a policy of equal opportunity for all persons, including those that address issues of race, color, national origin, age, marital status, sex, sexual orientation, gender identity, gender expression, disability, religion, height, weight, or veteran status. [Based on the U-M non-discrimination statement]
- Websites managed by the Graham Institute reflect messages of diversity, equity and inclusion, are ADA accessible, and include images that are a reflection of our commitment to inclusivity.

*FY17 Actions – the Graham Institute will:*

- Convey the Institute’s sustainability vision for the future by incorporating the *Graham Institute Diversity, Equity and Inclusion Statement* into the Institute’s sustainability vision.
- Develop a broader, more comprehensive distribution list. Graham leaders and staff will add diverse groups and centers to distribution lists to broaden engagement.
- Include both written and visual information about the Graham Institute's commitment to diversity, equity and inclusion in communication and public outreach efforts, including the website, presentations, and other promotional tools, and specifically include the *Graham Institute Diversity, Equity and Inclusion Statement* in Graham communications and outreach tools.
- Communicate how the Graham Institute and partners are making a difference in sustainability knowledge, learning and leadership by selecting key projects/initiatives that fit the lens of diversity, equity and inclusion, and highlight these through outreach efforts.
- Implement better distribution methods to include a comprehensive list of organizations committed to a policy of equal opportunity for all persons, including those that address issues of race, color, national origin, age, marital status, sex, sexual orientation, gender identity, gender expression, disability, religion, height, weight, or veteran status; and update lists annually.
- Leverage the development and launch of a public campaign, led by the President and Provost, that positions diversity and an inclusive campus climate as core values of the University of Michigan (General Recommendations, Office of the Provost, Committee on Diversity, Equity and Inclusion, 13 recommendations).
- Promote the work Graham is doing in raising awareness about diversity, equity and inclusion as part of project efforts led by our Climate, Water and Emerging Opportunities centers.
- Monitor and assess the climate within Graham and any changes over time.

*Primary DE&I Goal:* Inclusion

*Other applicable domain:* Diversity

*Group/Persons Accountable:* Communications Team, Leadership

*Resources Needed:* N/A

***Students, Faculty, Alumni and External Partners***

**Objective: Identify and implement communication methods to increase diversity, equity and inclusion in key publications, program promotional efforts, and daily activities.**

*Measures of Success:*

- Distribution methods and lists for the media, as well as new job and funding opportunities include organizations committed to a policy of equal opportunity for all persons, including those that address issues of race, color, national origin, age, marital status, sex, sexual orientation, gender identity, gender expression, disability, religion, height, weight, or veteran status.

*FY17 Actions – the Graham Institute will:*

- Convey the Institute’s sustainability vision for the future by incorporating the *Graham Institute Diversity, Equity and Inclusion Statement* into the Institute’s sustainability vision.
- Implement better distribution methods to include an inclusive list of organizations committed to a policy of equal opportunity for all persons, including those that address issues of race, color, national origin, age, marital status, sex, sexual orientation, gender identity, gender expression, disability, religion, height, weight, or veteran status; and update lists annually.
- Monitor and assess the climate within Graham and any changes over time.

*Primary DE&I Goal: Inclusion*

*Other applicable domain: Diversity*

*Group/Persons Accountable: Communications Team, Leadership*

*Resources Needed: N/A*

## V. Goal-related Metrics – Graham Institute Measures

- **Diversity:** Make-up of staff, student body, leadership, program/project advisors, and external partners.
- **Equity:** Staff promoted and within salary bands; reported incidents; adverse impacts; and participants in professional development opportunities.
- **Inclusion:** Foster a welcoming and friendly environment, encourage participation in diversity training and solicit contributions to strategic plan iterations.

## VI. Action Planning Tables with Details and Accountabilities

Details, accountabilities and resource needs are included under each objective in section IV. Graham’s action planning tables included below in section VII.

## VII. Plans for Supporting, Tracking and Updating the Strategic Plan

Andrew Horning, Managing Director, will ensure the Graham Sustainability Institute Diversity, Equity and Inclusion Strategic Plan is executed, with assistance from the Graham Diversity Planning Team in tracking and supporting the plan implementation, including:

- Nicole Berg, Education Program Issues
- Karen Houghtaling, Administrative Issues
- Elizabeth LaPorte, Communications Issues
- Graham Center Directors, and additional staff members, as necessary

The Graham Diversity Planning Team will conduct a review of the plan in 2017 with multiple constituencies, and will gather feedback and additional ideas to be implemented throughout the year. The Graham Institute will provide a summary report, as appropriate.

**Graham Institute Action Planning Tables**

Key Constituency	Strategic Objective	Measures of Success	Detailed Actions Planned (measurable, specific)	Individuals & Groups Accountable					Center & Program Directors				
				Graham Leaders hip	Supervisor	Graham HR	Program Staff	COM Team	Water	Climate	Emerging Opportunities	Education-Dow	
Staff	Increase awareness of employment opportunities among diverse groups and work toward a more diverse staff in the Graham Institute.	Increased awareness and understanding about Graham's commitment to diversity, equity and inclusion among candidates for positions and new staff.	Include the Graham Institute Diversity, Equity and Inclusion Statement on each employment application; distribute information about open positions widely; and allow candidates a minimum of two weeks to apply to opportunities.		X	X							
		Improved composition of staff as determined by changes in diversity over time.	Assess awareness about Graham's commitment to diversity, equity and inclusion. Summarize the climate within Graham and any changes over time.	X		X			X	X	X	X	
		Increased understanding of Graham's commitment to objectives and actions among current staff members.	Ensure new employees receive diversity training as part of orientation conducted by central Human Resources (HR) if/when available.		X	X							
	Ensure all staff members have equal opportunity for career advancement and equal access to professional development support.	Increased awareness and understanding about Graham's commitment and support of career advancement and professional development opportunities.	Encourage staff to participate in at least one professional development opportunity each year.		X	X							
			Assess professional development training completed by staff.		X	X							
		Increased availability of career advancement opportunities in Graham and staff using professional development support.	Assess awareness about Graham's commitment to staff professional development. Summarize the climate within Graham and any changes over time.	X		X			X	X	X	X	
			Promote the use of the U-M Career Navigator to learn about career pathways at Graham and throughout U-M.			X							
	Ensure all staff members have a clear understanding of Graham's formal pathway for effective conflict resolution.	Increased awareness and understanding of Graham's policies and procedures regarding conflict resolution.	Enhance the Graham Institute Diversity, Non-discrimination and Conflict Resolution Policy and Procedure to incorporate formal pathways for conflict resolution and remind staff about policy annually.			X							
			Cases of conflicts are handled appropriately and lead to satisfactory resolution.	Assess awareness about Graham's commitment to effective conflict resolution. Summarize the climate within Graham and any changes over time.	X		X						
	Increase deliberate efforts to ensure Graham is a place where differences are welcomed, different perspectives are respectfully heard, and where every individual feels a sense of belonging and inclusion.	Increased awareness and understanding about Graham's efforts to increase inclusion among staff.	Check-in with new staff at six months (supervisor and HR).			X							
			Continue encouraging staff to participate in staff socials and regular staff meetings.	X	X	X							
			Ensure existing staff and faculty receive ongoing diversity training and skill building by dedicating at least one monthly staff meeting each year to focus on issues of diversity, equity, and inclusion (e.g., trainings, skill building, reflections, etc.) and encourage ongoing discussion via staff meetings, social events, and informal interactions.	X	X	X				X	X	X	X
			Assess awareness and satisfaction. Summarize the climate within Graham and any changes over time.	X		X							

**Graham Institute Action Planning Tables**

Key Constituency	Strategic Objective	Measures of Success	Detailed Actions Planned (measurable, specific)	Individuals & Groups Accountable					Center & Program Directors			
				Graham Leadership	Supervisor	Graham HR	Program Staff	COM Team	Water	Climate	Emerging Opportunities	Education-Dow
Staff	Identify and implement communication methods to increase diversity, equity and inclusion in key publications, program promotional efforts, and daily activities.	<p>Distribution methods and lists for the media, as well as new job and funding opportunities include organizations committed to a policy of equal opportunity for all persons, including those that address issues of race, color, national origin, age, marital status, sex, sexual orientation, gender identity, gender expression, disability, religion, height, weight, or veteran status. [Based on the UM non-discrimination statement]</p> <p>Websites managed by the Graham Institute reflect messages of diversity, equity and inclusion, are ADA accessible, and include images that are a reflection of our commitment to inclusivity.</p>	Convey the Institute's sustainability vision for the future by incorporating the Graham Institute Diversity, Equity and Inclusion Statement into the Institute's sustainability vision.	X				X				
			Develop a broader, more comprehensive distribution list. Graham leaders and staff will add diverse groups and centers to distribution lists to broaden engagement.	X	X	X	X	X				
			Include both written and visual information about the Graham Institute's commitment to diversity, equity and inclusion in communication and public outreach efforts, including the website, presentations, and other promotional tools, and specifically include the Graham Institute Diversity, Equity and Inclusion Statement in communications and outreach tools.	X				X				
			Communicate how the Graham Institute and partners are making a difference in sustainability knowledge, learning and leadership by selecting key projects/initiatives that fit the lens of diversity, equity and inclusion, and highlight these through outreach efforts.	X				X				
			Implement better distribution methods to include a comprehensive list of organizations committed to a policy of equal opportunity for all persons, including those that address issues of race, color, national origin, age, marital status, sex, sexual orientation, gender identity, gender expression, disability, religion, height, weight, or veteran status; and update lists annually.	X				X	X	X	X	X
			Leverage the development and launch of a public campaign, led by the President and Provost, that positions diversity and an inclusive campus climate as core values of the University of Michigan (General Recommendations, Office of the Provost, Committee on Diversity, Equity and Inclusion, 13 recommendations).	X				X				
			Promote the work Graham is doing in raising awareness about diversity, equity and inclusion as part of project efforts led by our Climate, Water and Emerging Opportunities centers.	X				X				
			Monitor and assess the climate within Graham and any changes over time.	X				X				

**Graham Institute Action Planning Tables**

Key Constituency	Strategic Objective	Measures of Success	Detailed Actions Planned (measurable, specific)	Individuals & Groups Accountable					Center & Program Directors			
				Graham Leadership	Supervisor	Graham HR	Program Staff	COM Team	Water	Climate	Emerging Opportunities	Education-Dow
Students	Increase awareness of scholarship and fellowship opportunities among diverse groups, and work toward a more diverse student body in Graham programs.	Increased awareness and understanding about Graham's commitment to diversity, equity and inclusion among applicants for scholarships and fellowships.  Improved composition of students engaged in Graham-administered programs as determined by changes in diversity over time.  Increased understanding of Graham's objectives and actions among current students.	Include a brief essay question focused on diversity and inclusion on each application for educational programs, grants, scholarships, and internships, and distribute information about these opportunities widely.				X		X	X	X	X
			Include the Graham Institute Diversity, Equity and Inclusion Statement on all applications.				X					
			Support an annual town hall for students, conducted by students.				X					
			Review education program recruitment language annually to ensure it is inclusive of wide-ranging and diverse perspectives, related to sustainability.	X			X					
			Monitor and assess the climate within Graham and any changes over time.	X		X	X					
	Increase awareness of student employment opportunities among diverse groups and work toward a more diverse staff in the Graham Institute.	Increased awareness and understanding about Graham's commitment to diversity, equity and inclusion among candidates for new student staff positions.  Improved composition of student staff, as determined by changes in diversity over time.  Increased understanding of and commitment to Graham's objectives and actions among current student staff members.	Include the Graham Institute Diversity, Equity and Inclusion Statement on each student employment application; distribute information about open positions widely; and allow candidates a minimum of two weeks to apply to opportunities.		X	X	X		X	X	X	X
			Summarize the climate within Graham and any changes over time.									
						X	X					
	Ensure students have a clear understanding of Graham's formal pathway for effective conflict resolution.	Increased awareness and understanding about Graham's policies and procedures regarding conflict resolution.  Cases of conflicts are handled appropriately and lead to satisfactory resolution.	Enhance the Graham Institute Diversity, Non-discrimination and Conflict Resolution Policy and Procedure to incorporate formal pathways for conflict resolution and remind students about policy annually.	X		X	X					X
			Assess awareness about Graham's commitment to conflict resolution. Summarize the climate within Graham and any changes over time.	X		X						
	Integrate diversity, equity, and inclusion into scholarly programs and curricula.	Increased awareness about the Graham Institute's commitment to diversity, equity and inclusion among students engaged in educational programs.  Discussions about diversity, equity and inclusion issues related to sustainability occur in formal Institute programming.  Development and availability of sustainability curricula demonstrating best practices for addressing diversity, equity and inclusion issues.	Create additional resources that highlight the intersection of diversity and sustainability through projects sponsored by the Institute's Water, Climate, and Emerging Opportunities Centers.	X			X					
			Support efforts of Scholars and Fellows to host an annual event open to the public, addressing the intersection of sustainability and diversity, equity and inclusion.				X					
			Assess awareness about Graham's commitment to integrating diversity, equity and inclusion into scholarly programs and curricula.				X					
			Assess diversity, equity and inclusion awareness as part of annual student program assessments.				X					
			Summarize the climate within Graham and any changes over time.				X					

**Graham Institute Action Planning Tables**

Key Constituency	Strategic Objective	Measures of Success	Detailed Actions Planned (measurable, specific)	Individuals & Groups Accountable					Center & Program Directors				
				Graham Leadership	Supervisor	Graham HR	Program Staff	COM Team	Water	Climate	Emerging Opportunities	Education-Dow	
Faculty & Staff	Integrate diversity, equity, and inclusion into scholarly programs and curricula.	Increased awareness and understanding about the Graham Institute's commitment to diversity, equity and inclusion among faculty and staff engaged in educational programs.	Instruct faculty and staff to foster discussions about how diversity, equity and inclusion may enhance fieldwork, engagement with practitioners and stakeholders, and student experiences.	X			X						
		Discussions about diversity, equity and inclusion issues related to sustainability occur in formal Institute programming.	Assess awareness about Graham's commitment to integrating diversity, equity and inclusion into scholarly programs and curricula.	X		X	X						X
		Development and availability of new sustainability curricula demonstrating best practices in addressing diversity, equity and inclusion issues.	Summarize the climate within Graham and any changes over time.				X						



**Graham Institute Action Planning Tables**

Key Constituency	Strategic Objective	Measures of Success	Detailed Actions Planned (measurable, specific)	Individuals & Groups Accountable					Center & Program Directors					
				Graham Leadership	Supervisor	Graham HR	Program Staff	COM Team	Water	Climate	Emerging Opportunities	Education-Dow		
Staff & Students	Actively communicate messages about diversity, equity and inclusion; promote opportunities to engage in sustainability and diversity; and increase the diversity of the Graham community and affiliates.	Inclusion of the Graham Institute <i>Diversity, Equity and Inclusion Statement</i> in key publications is noted by a variety of constituents.  Participants involved in planning rate the process positively, and future iterations of the diversity strategic plan are received favorably.	Include the Graham Diversity, Equity and Inclusion Statement prominently in key publications (e.g., website, annual report, and funding opportunities).				X	X	X	X	X	X		
			Continue to solicit staff and student responses about the diversity strategic plan; the Graham Diversity Planning Team will review comments and incorporate changes as appropriate into future iterations of strategic plan.	X		X								
			Schedule meetings to review and discuss this and future iterations of the plan, including goals and activities, with students and staff.	X			X							
			Support student-initiated efforts to address issues of diversity, equity and inclusion, as they relate to sustainability programs across campus.				X							
			Monitor and assess the climate within Graham and any changes over time.				X							

**Graham Institute Action Planning Tables**

Key Constituency	Strategic Objective	Measures of Success	Detailed Actions Planned (measurable, specific)	Individuals & Groups Accountable					Center & Program Directors				
				Graham Leadership	Supervisor	Graham HR	Program Staff	COM Team	Water	Climate	Emerging Opportunities	Education-Dow	
Faculty, Alumni and External Partners	Actively communicate messages about diversity, equity and inclusion; promote opportunities to engage in sustainability and diversity; and increase the diversity of the Graham community and affiliates.	Inclusion of the Graham Institute <i>Diversity, Equity and Inclusion Statement</i> in key publications is noted by a variety of constituents.  Participants involved in planning rate the process positively, and future iterations of the diversity strategic plan are received favorably.	Include the Graham Institute Diversity, Equity and Inclusion Statement prominently in key publications (website, annual report, funding opportunities, etc.).				X	X	X	X	X	X	
			Engage faculty, alumni and external partners; Graham Diversity Planning Team will review feedback and incorporate changes as appropriate into future iterations of strategic plan.	X		X							
			Review initial and future iterations of the plan, goals and activities with advisory bodies.	X									
			Monitor and assess the climate within Graham and any changes over time.	X									
	Increase awareness of leadership opportunities among diverse groups and work toward more diverse advisory bodies engaging with and advising the Graham Institute.	Increased awareness and understanding about the Graham Institute's commitment to diversity, equity and inclusion among prospective advisory board members.  Improved composition of advisory boards as determined by changes in diversity over time.	Include the Graham Institute Diversity, Equity and Inclusion Statement on each invitation to serve on Institute and Center advisory boards; utilize current board member networks to assist with increasing diverse board representation; and, distribute information about board positions widely.	X									
			Summarize the climate within Graham and any changes over time.	X									
	Identify and implement communication methods to increase diversity, equity and inclusion in key publications, program promotional efforts, and daily activities.	Distribution methods and lists for the media, as well as new job, and funding opportunities include organizations committed to a policy of equal opportunity for all persons, including those that address issues of race, color, national origin, age, marital status, sex, sexual orientation, gender identity, gender expression, disability, religion, height, weight, or veteran status.	Convey the Institute's sustainability vision for the future by incorporating the Graham Institute Diversity, Equity and Inclusion Statement into the Institute's sustainability vision.	X				X					
			Implement better distribution methods to include an inclusive list of organizations committed to a policy of equal opportunity for all persons, including those that address issues of race, color, national origin, age, marital status, sex, sexual orientation, gender identity, gender expression, disability, religion, height, weight, or veteran status; and update lists annually.	X				X					
			Monitor and assess the climate within Graham and any changes over time.	X				X					