



**University of Michigan
Graham Sustainability Institute**

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

Five-Year Strategic Objectives, Measures, and
Fiscal Year 2018 Actions

Year Two Final Plan Submitted
September 29, 2017

Graham Sustainability Institute Diversity, Equity and Inclusion Strategic Plan Five-Year Strategic Objectives, Measures and FY18 Actions

The Graham Institute continues to solicit feedback on this plan from key constituencies. Along with all other schools, colleges, centers and institutes, our revised annual plan must be completed and submitted to the University administration on or before August 24, 2017. All plans will roll 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*

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, equity, and inclusion are 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. Implementation Highlights and Planning Process Used

Year One (2017) Implementation Summary

Announcement of the Graham Institute DEI Plan

The Graham Institute announced the new DEI strategic plan to a broad audience including faculty, students, alumni and external partners in October 2016. The Institute continued sending updates throughout 2017 and will continue to engage the U-M community and partners through discussions at meetings, seminars, and other efforts. The Graham diversity website (www.graham.umich.edu/diversity) is regularly updated to include information for faculty, students, staff, and others.

DEI Integration into Programs & Administrative Efforts:

- Fellowship, scholarship and grant applications now include an essay question and DEI statement on application materials (e.g., Dow Sustainability Fellowship Program).
- Graham Institute human resources (e.g., employment applications), communications (e.g., website, e-news, publications), and faculty outreach efforts include the DEI statement (e.g., requests for project funding).
- Science outreach for both internal and external audiences include highlights of engaging a variety of communities and a diverse group of students involved in sustainability scholarship (e.g., Global Impact Series and Students and Sustainability Profile Series).

Communication

The Graham Institute's DEI communication initiatives leveraged communication about campus-wide efforts through email, social media, articles, summaries, and the Institute's website. Updates about the Graham Institute's progress toward implementing our DEI strategic plan have increased awareness about these resources among Graham staff. Examples include:

- Enhanced communication about career development and opportunities to engage in U-M-sponsored DEI training; Graham staff attended 14 diversity workshops or training sessions.
- Implementing best practices to review the content of all materials to ensure they address DEI requirements in both student and faculty applications for funding is now part of the program material review process.
- Efforts to diversify the Graham community by considering DEI when selecting speakers, advisors, and others.

Amplifying Efforts in Detroit, Rural Mississippi and Tribal Partnerships

Since the Graham Institute is a non-degree granting unit and partially supports just one tenured faculty, our efforts are focused on amplifying research and fieldwork relevant to DEI issues, conducted by faculty and students in other schools, colleges, and units addressing engagement with many different local-global communities. Examples include:

- Highlighting Dow Sustainability Fellows fieldwork projects such as neighborhood revitalization efforts in Detroit, Michigan; improving women’s health in rural India, and addressing the scarcity of healthy food in rural Mississippi (see: Dow Global Impact Series, <http://sustainability.umich.edu/dow/media/global-impact-series>).
- The partnership with Anishinaabe (Great Lakes tribal) communities, the Matthaei Botanical Gardens and Arboretum and the Department of Anthropology, School of Literature, Science and Arts (see: <http://graham.umich.edu/news/anishinaabe-partners>).
- The Michigan Daily covered the student-led Eco Equity event, (see article: <https://www.michigandaily.com/section/campus-life/over-30-attend-interactive-discussion-eco-equity>).
- The Institute highlights relevant sustainability/DEI accomplishments through communication channels (e.g., news briefs, see: <https://sustainability.umich.edu/news/eco-equity-roundtable>).

Events

Eco Equity Town Hall: This and other efforts ensure that students have opportunities to discuss DEI issues and engage in activities to advance sustainability knowledge, learning, and leadership. Supporting discussion forums about DEI issues that intersect with sustainability topics (e.g., environmental justice), and specifically facilitating ongoing efforts to encourage interaction within the broader campus community is necessary. Students frequently cited the collaboration across different departments and academic levels as the most exciting component of this initiative. Students propose developing one long-term “Eco Equity” goal: require cross-campus input and buy-in. Student feedback has and will continue to inform improvements to existing programs and the overall culture at the Graham Institute.

Recommendations:

- Align an Eco Equity goal (see above) with one or more of the existing campus sustainability goals (see: <http://sustainability.umich.edu/about/goals>), none of which specifically address equity and sustainability. It is also important to consider the number of schools/colleges/units that address social/environmental justice issues through scholarly work, science outreach, and community engagement.
- Support additional student-led planning efforts for the 2018 Town Hall through the Student Sustainability Initiative (SSI). The Institute supports SSI by promoting their activities and accomplishments (e.g., Zero Waste, Campus Farms).

The U-M Provost Office supported the 2017 Eco Equity Town Hall event and will support future efforts, and the Graham Institute will support an additional SSI student to focus on planning the 2018 Town Hall. The Institute will continue to guide student efforts and leverage existing best practices for event planning, hosting, and promotional methods, to help ensure that the events are well-organized.

Scholars & Fellows

Demonstrating DEI Benefits: Summarizing data from students, the Institute can demonstrate to potential scholars and fellows applying for funding the connection between sustainability and diversity, equity, and inclusion and the Institute’s commitment to promoting discussion, activities and meaningful engagement in this area. Based on the responses, students understand this is important to consider and described what DEI means to them, both personally and professionally. Furthermore, many students recognized that interdisciplinary and diverse teams lead to better results.

- Public Affairs developed a feature article based on a summary provided by the Institute focusing on the intersection of DEI and sustainability scholarship (see:

<https://diversity.umich.edu/?features=graham-sustainability-institute-uses-fellowship-application-to-stress-dei-focus>).

DEI & Scholars Program Integration: Undergraduate and graduate scholars interact with one another throughout the academic year in programs that address DEI, including: “Entering, Engaging and Exiting Communities,” hosted by the Ginsberg Center and “Diversity, Equity, and Inclusion in Sustainability,” presented by the Environmental Defense Fund. Undergraduate scholars also discussed Native American/First Nation heritage of sites they visited and reflected on how personal identities influence worldviews and relationships. The benefit of this interaction was captured in the Graham Undergraduate Sustainability Scholars Program Summer 2017 Program Analysis report, including the quote below.

“I have learned so much about how to lead with confidence in a group of diverse and impressive individuals.” — Student comment

Graham DEI Team

Progress with the Graham Institute’s DEI plan implementation to date is due to the collaboration among the Graham DEI group (staff, students, administrators) who established specific activities and metrics, and the DEI group members engaged in implementing the plan. Staff initiatives to implement actions focusing on one-time policy changes or updates to existing policies and communication procedures were completed promptly. These and other efforts contribute to ensuring the Institute is a welcoming climate in which to work, study, and foster collaboration among faculty and a variety of external partners. Although, staff training and fostering discussions about DEI will happen over time.

Contribution to Campus-wide DEI Efforts:

- A member of the Graham DEI Planning Team contributed to U-M campus-wide effort to establish DEI Employee Competencies, adding to the existing organizational competencies (see: <https://hr.umich.edu/working-u-m/professional-development/diversity-equity-inclusion-training-education/diversity-equity-inclusion-learning-framework-competency-model>).

Graham DEI Planning Team			Year(s) of Service				
<i>Members</i>	<i>Student</i>	<i>Staff</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>
Lauren Beriont	X		X				
Dietrich Bouma		X		X			
John Callewaert		X	X	X			
Lello Guluma	X		X				
Andrew Horning		X	X	X			
Karen Houghtaling (Lead)		X	X	X			
Elizabeth LaPorte		X	X	X			
Tansy Massey-Green	X			X			
Akintunde Oluwadare	X			X			
Carmencita Princen		X	X	X			
Jayson Toweh	X		X				
Jongeun You	X			X			

Planning Process Summary:

- *Summary of Team Charge:*
 - The Graham DEI 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 develop actions:*
 - Reviewed information and developed priority goals and actions
- *Action idea generation activities:*
 - Individual contributions among planning team and discussion among team to key planning documents
- *Summary of engagement activities:*
 - Diversity team meets regularly
 - Graham Sustainability Scholars Student Town Hall
 - Communication efforts via email, the Graham DEI website, social media and Public Affairs article

III. Key Findings

U-M Diversity, Equity and Inclusion guidelines and various documents posted on Graham's diversity website (www.graham.umich.edu/diversity).

Trends

- 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.

Themes

- 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. 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). In addition, we recognize 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.

Graham Sustainability Institute Diversity, Equity, and Inclusion Strategic Plan, 2017-2021

In response to the data 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 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 and Action Plans*

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.*

Note: New/revised objectives and actions are highlighted below.

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.

FY18 Actions – the Graham Institute will:

- Include the *Graham Institute Diversity, Equity and Inclusion Statement* on each employment application; distribute information about open positions widely; **request candidates share their views on diversity, equity, and inclusion in their cover letters;** and allow candidates a minimum of two weeks to apply to opportunities.
- Conduct an annual staff questionnaire to assess awareness about Graham's commitment to diversity, equity and inclusion. Develop summary report on climate within Graham and change over time.
- **Ensure new employees receive information about Diversity, Equity, and Inclusion resources and opportunities for training.**
- **Create and maintain a diversity, equity, and inclusion resources section on the Graham Intranet for staff, which includes information about training, inclusive teaching principles, creating inclusive communities, etc.**

Primary DEI Goal: Diversity

Other applicable domain: Promoting an Equitable & Inclusive Community

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.

FY18 Actions – the Graham Institute will:

- Encourage staff to participate in at least one professional development opportunity each year.
- Collect and report on professional development training completed by staff.
- Conduct an annual staff questionnaire to assess awareness about Graham's commitment to staff professional development. Develop summary report on climate within Graham and change over time.
- Promote the use of the U-M Career Navigator to learn about career pathways at Graham and throughout U-M.

Primary DEI Goal: Equity

Other applicable domain: Promoting an Equitable & Inclusive Community

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.

FY18 Actions – the Graham Institute will:

- Promote the *Graham Institute Diversity, Non-discrimination and Conflict Resolution Policy and Procedure*, which includes formal pathways for conflict resolution and remind staff about policy annually.
- Conduct an annual staff questionnaire to assess awareness about Graham's commitment to effective conflict resolution. Develop summary report on climate within Graham and change over time.

Primary DEI Goal: Equity

Other applicable domain: Promoting an Equitable & Inclusive Community

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.

FY18 Actions – the Graham Institute will:

- Check-in with new staff at six months (supervisor and HR).
- Continue encouraging staff to participate in staff socials 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.
- Create and distribute resource materials on how to facilitate diverse and inclusive meetings and events.
- Conduct an annual questionnaire to assess awareness and satisfaction. Develop summary report on climate in Graham and change over time.
- Encourage supervisors/managers to practice engaged leadership and provide regular feedback to staff throughout the year (e.g., acknowledging accomplishments, noting possible improvement, evaluating priorities, etc.).
- Encourage staff to engage in self-assessment (e.g., identify areas of strengths and potential improvement) to strengthen professional relationships and excel at collaborative efforts.

Primary DEI Goal: Inclusion

Other applicable domain: Promoting an Equitable & Inclusive Community

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.

FY18 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 annual town hall events 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 climate within Graham and change over time.

Primary DEI Goal: Diversity

Other applicable domain: Promoting an Equitable & Inclusive Community

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.

FY18 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; **request candidates share their views on diversity, equity, and inclusion in their cover letters;** and allow candidates a minimum of two weeks to apply to opportunities.
- Collect demographic information about applicants. Develop summary report on climate within Graham and change over time.

Primary DE&I Goal: Diversity

Other applicable domain: Promoting an Equitable & Inclusive Community

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.

FY18 Actions – the Graham Institute will:

- Promote the *Graham Institute Diversity, Non-discrimination and Conflict Resolution Policy and Procedure*, which includes formal pathways for conflict resolution and remind students about policy annually.
- Conduct an annual student questionnaire to assess awareness about Graham’s commitment to conflict resolution. Develop summary report on climate within Graham and change over time.

Primary DEI Goal: Equity

Other applicable domain: Promoting an Equitable & Inclusive Community

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.

FY18 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.
- Develop summary report on climate within Graham and change over time.

Primary DE&I Goal: Diversity

Other applicable domain: Promoting an Equitable & Inclusive Community

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.

FY18 Actions – the Graham Institute will:

- Create additional resources that highlight the intersection of diversity, equity, and inclusion and sustainability through the Institute's initiatives.
- Continue to support efforts of Scholars and Fellows to host an annual Eco Equity event addressing the intersection of sustainability and diversity, equity and inclusion.
- Ensure students receive ongoing diversity training through skill building sessions (e.g., Common Ground, reflections, etc.) and encourage ongoing discussion via meetings, social events, and informal interactions.
- Create a new position on the Student Sustainability Initiative board with responsibility for leading ongoing campus-wide Eco Equity efforts and serving on Graham's planning team.
- Conduct an annual student questionnaire to assess awareness about Graham's commitment to integrating diversity, equity and inclusion into scholarly programs and curricula.
- Include specific questions about assessing diversity, equity and inclusion as part of annual student program assessments.
- Develop summary report on climate within Graham and change over time.

Primary DEI Goal: Diversity

Other applicable domain: Promoting an Equitable & Inclusive Community

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.

FY18 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.
- Conduct an annual faculty and staff questionnaire to assess awareness about Graham’s commitment to integrating diversity, equity and inclusion into scholarly programs and curricula.
- Develop summary report on climate within Graham and change over time.

Primary DEI Goal: Diversity

Other applicable domain: Promoting an Equitable & Inclusive Community

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.

FY18 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; Graham Diversity Planning Team will review comments and incorporate changes as appropriate into future iterations of strategic plan.
- Graham will schedule meetings to review and discuss final plan, goals and activities with students and staff.
- Enhance the Planet Blue Ambassador Training - Community module to foster deeper engagement in the intersection of diversity, equity, inclusion and sustainability.
- Support student-initiated efforts to address issues of diversity, equity, and inclusion, as they relate to sustainability programs across campus.
- Monitor and assess climate within Graham and change over time.

Primary DEI Goal: Inclusion

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

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

FY18 Actions – the Graham Institute will:

- Include the *Graham Institute Diversity, Equity and Inclusion Statement* prominently in key publications (website, annual report, funding opportunities, program description, etc.).
- Annually share plan updates and progress with, and request feedback from, key advisory bodies composed of U-M faculty and external partners.
- Monitor and assess climate within Graham and change over time.

Primary DEI Goal: Inclusion

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

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 news, 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]
- 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.

FY18 Actions – the Graham Institute will:

- Convey the Institute’s sustainability vision for the future by incorporating diversity, equity, and inclusion into the Institute’s mission.
- Collect information to 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.
- Implement a marketing and outreach plan to promote the use of the enhanced Planet Blue Ambassador Community module demonstrating diversity and inclusion in sustainability activities.
- Leverage the proposed 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).
- **Raise awareness about the intersection of diversity, equity, and inclusion and sustainability.**
- Monitor and assess climate within Graham and change over time.

Primary DEI Goal: Inclusion

Other applicable domain: Diversity

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 news, 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.

FY18 Actions – the Graham Institute will:

- Convey the Institute’s sustainability vision for the future by incorporating **diversity, equity, and inclusion into the Institute’s mission.**
- 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 climate within Graham and change over time.

Primary DEI Goal: Inclusion

Other applicable domain: Diversity

V. Goal-related Metrics – Graham Institute measures tracked over time

University wide Metrics:

With regard to the three goals of the Strategic Plan, U-M will track and publish overall metrics relating to the three goals. Items under discussion for these university-wide, goal-related metrics include:

- Diversity: Makeup of freshman class, diversity of faculty at all levels, diversity of staff, diversity of workforce overall, diversity of students overall, completion rates for all students at all levels.
- Equity: Number of reported incidents, reports on adverse impacts.
- Inclusion: Results on U-M climate measures of faculty, staff and students.

Graham Metrics:

In this section, each school, college or unit should record a few ultimate “local” measures which, as they are tracked across time, will demonstrate the impact of their strategies and actions on the three goals.

- **Diversity:** Make-up of staff, student body, leadership, program/project advisors, and external partners.
- **Equity:** Demographics of staff promoted and within salary bands; number of reported incidents; reports on adverse impacts; number of participants in professional development opportunities.
- **Inclusion:** Fostering a welcoming and friendly environment, measure the number of participants in diversity training, track the number of participants in strategic plan iterations, and review climate survey results.

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 with details and accountabilities attached.

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

Karen Houghtaling, Business Manager, with oversight provided by Andrew Horning, Interim 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, and:

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

The Graham Diversity Planning Team will conduct a review of the plan each summer with multiple constituencies as appropriate, and will gather feedback and additional ideas to be implemented throughout the fiscal year. The Graham Institute will provide a summary report to U-M leadership annually.

Additional reports may include:

- A midyear status report on progress, presented to Graham leadership in January each year; and
- A final report, including an evaluation of current year success measures, accomplishments against the plan, and future plan year recommendations, presented to Graham leadership and constituencies in the fall each year.

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	Emerging Opps	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; request candidates share their views on diversity, equity, and inclusion in their cover letters; and allow candidates a minimum of two weeks to apply to opportunities.		X	X				X	X	X
			Conduct an annual staff questionnaire to assess awareness about Graham's commitment to diversity, equity and inclusion. Develop summary report on climate within Graham and change over time.	X		X						
		Improved composition of staff as determined by changes in diversity over time.	Ensure new employees receive information about Diversity, Equity, and Inclusion resources and opportunities for training.		X	X						
			Create and maintain a diversity, equity, and inclusion resources section on the Graham Intranet for staff, which includes information about training, inclusive teaching principles, creating inclusive communities, etc.			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			X	X	X	
			Collect and report on professional development training completed by staff.		X	X						
		Increased availability of career advancement opportunities in Graham and staff using professional development support.	Conduct an annual staff questionnaire to assess awareness about Graham's commitment to staff professional development. Develop summary report on climate within Graham and change over time.	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.	Promote the Graham Institute Diversity, Non-discrimination and Conflict Resolution Policy and Procedure, which includes formal pathways for conflict resolution and remind staff about policy annually.			X						
			Conduct an annual staff questionnaire to assess awareness about Graham's commitment to effective conflict resolution. Develop summary report on climate within Graham and change 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.		X	X			X	X	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						
			Create and distribute resource materials on how to facilitate diverse and inclusive meetings and events.			X		X				
			Conduct an annual questionnaire to assess awareness and satisfaction. Develop summary report on climate within Graham and change over time.	X		X						
			Encourage supervisors/managers to practice engaged leadership and provide regular feedback to staff throughout the year (e.g., acknowledging accomplishments, noting possible improvement, evaluating priorities, etc.).	X		X						
			Encourage staff to engage in self-assessment (e.g., identify areas of strengths and potential improvement) to strengthen professional relationships and excel at collaborative efforts.	X	X	X						

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	Emerging Opps	Education-Dow
Staff	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 news, 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] 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.	Convey the Institute's sustainability vision for the future by incorporating diversity, equity and inclusion into the Institute's mission.	X				X	X	X	X
			Collect information to 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			
			Implement a marketing and outreach plan to promote the use of the enhanced Planet Blue Ambassador Community module demonstrating diversity and inclusion in sustainability activities.	X				X			
			Leverage the proposed 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			
			Raise awareness about the intersection of diversity, equity, and inclusion and sustainability.	X				X			
			Monitor and assess climate within Graham and change over time.	X				X			
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
			Include the Graham Institute Diversity, Equity and Inclusion Statement on all applications.				X				
			Support 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 climate within Graham and change over time.	X		X	X				

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	Emerging Opps	Education-Dow	
Students	Increase awareness of student employment opportunities among diverse groups and work toward a more diverse staff in the Graham Institute.	<p>Increased awareness and understanding about Graham's commitment to diversity, equity and inclusion among candidates for new student staff positions.</p> <p>Improved composition of student staff, as determined by changes in diversity over time.</p> <p>Increased understanding of and commitment to Graham's objectives and actions among current student staff members.</p>	<p>Include the Graham Institute Diversity, Equity and Inclusion Statement on each student employment application; distribute information about open positions widely; request candidates share their views on diversity, equity, and inclusion in their cover letters; and allow candidates a minimum of two weeks to apply to opportunities.</p>		X	X	X			X	X	X
			<p>Collect demographic information about applicants. Develop summary report on climate within Graham and change over time.</p>			X	X					
	Ensure students have a clear understanding of Graham's formal pathway for effective conflict resolution.	<p>Increased awareness and understanding about Graham's policies and procedures regarding conflict resolution.</p> <p>Cases of conflicts are handled appropriately and lead to satisfactory resolution.</p>	<p>Promote the Graham Institute Diversity, Non-discrimination and Conflict Resolution Policy and Procedure, which includes formal pathways for conflict resolution and remind students about policy annually.</p>	X		X	X					X
			<p>Conduct an annual student questionnaire to assess awareness about Graham's commitment to conflict resolution. Develop summary report on climate within Graham and change over time.</p>	X		X						
	Integrate diversity, equity, and inclusion into scholarly programs and curricula.	<p>Increased awareness about the Graham Institute's commitment to diversity, equity and inclusion among students engaged in educational programs.</p> <p>Discussions about diversity, equity and inclusion issues related to sustainability occur in formal Institute programming.</p> <p>Development and availability of sustainability curricula demonstrating best practices for addressing diversity, equity and inclusion issues.</p>	<p>Create additional resources that highlight the intersection of diversity, equity, and inclusion and sustainability through the Institute's initiatives.</p>	X			X					
			<p>Continue to support efforts of Scholars and Fellows to host an annual Eco Equity event addressing the intersection of sustainability and diversity, equity and inclusion.</p>				X					
			<p>Ensure students receive ongoing diversity training through skill building sessions (e.g., Common Ground, reflections, etc.) and encourage ongoing discussion via meetings, social events, and informal interactions.</p>				X					
			<p>Create a new position on the Student Sustainability Initiative board with responsibility for leading ongoing campus-wide Eco Equity efforts and serving on Graham's planning team.</p>	X								
			<p>Conduct an annual student questionnaire to assess awareness about Graham's commitment to integrating diversity, equity and inclusion into scholarly programs and curricula.</p>				X					
			<p>Include specific questions about assessing diversity, equity and inclusion as part of annual student program assessments.</p>				X					
<p>Develop summary report on climate within Graham and change over time.</p>						X						
Faculty & Staff	Integrate diversity, equity, and inclusion into scholarly programs and curricula.	<p>Increased awareness and understanding about the Graham Institute's commitment to diversity, equity and inclusion among faculty and staff engaged in educational programs.</p> <p>Discussions about diversity, equity and inclusion issues related to sustainability occur in formal Institute programming.</p> <p>Development and availability of new sustainability curricula demonstrating best practices in addressing diversity, equity and inclusion issues.</p>	<p>Instruct faculty and staff to foster discussions about how diversity, equity and inclusion may enhance fieldwork, engagement with practitioners and stakeholders, and student experiences.</p>	X			X					
			<p>Conduct an annual faculty and staff questionnaire to assess awareness about Graham's commitment to integrating diversity, equity and inclusion into scholarly programs and curricula.</p>	X		X	X					
			<p>Develop summary report on climate within Graham and change over time.</p>				X					

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	Emerging Opps	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							
			Continue to solicit staff and student responses about the diversity strategic plan; Graham Diversity Planning Team will review comments and incorporate changes as appropriate into future iterations of strategic plan.	X		X												
			Graham will schedule meetings to review and discuss final plan, goals and activities with students.	X			X											
			Enhance the Planet Blue Ambassador Training - Community module to foster deeper engagement in the intersection of diversity, equity, inclusion and sustainability.				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 climate within Graham and change over time.				X											
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							
			Annually share plan updates and progress with, and request feedback from, key advisory bodies composed of U-M faculty and external partners.	X		X												
			Monitor and assess climate within Graham and change 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								X	X	X				
			Develop summary report on climate within Graham and change 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 news, 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 diversity, equity and inclusion into the Institute's mission.	X				X							X	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 climate within Graham and change over time.	X				X										