



GRAHAM
SUSTAINABILITY INSTITUTE
UNIVERSITY OF MICHIGAN



DEI 1.0 Summary

September 2022



A Continuing Journey

On October 6, 2016, following a year-long planning process, the University of Michigan launched its first five-year Strategic Plan for Diversity, Equity and Inclusion (DEI). Now known as DEI 1.0, the plan was guided by three overarching strategies: create an inclusive and equitable campus climate; recruit, retain, and develop a diverse community; and support innovative and inclusive scholarship and teaching. The 2021-22 academic year marked the conclusion of this initial plan.

The Graham Sustainability Institute adopted many strategies and tactics in DEI 1.0 that we will continue to use indefinitely. Some of these are described in the following pages.

As we look forward to the next five years and DEI 2.0, we are eager to build upon past strategies and break through conventional thinking to achieve ever deeper and more meaningful diversity, equity, and inclusion.

The purpose of this report is to document our process and tactics thus far so that we can learn and grow in our demonstrated commitment to diversity, equity, inclusion, justice, and accessibility. We invite you to partner with us on this continuing journey.

Recruitment & Retention


At Graham, we appreciate the importance of tailoring our overall recruitment, onboarding, and retention strategies to enhance diversity, equity, and inclusion.

We ask prospective staff members and program participants to share their DEI-related perspectives and experiences as part of the application process, sending a strong signal that DEI is important to Graham. New members of our community are not surprised to find that DEI considerations are integrated throughout our work.

We have found that students—whether interns or program participants—welcome the opportunity to share their ideas and perspectives around diversity, equity, and inclusion. They also respond positively to DEI-focused learning opportunities. By integrating DEI-related topics into the onboarding process for scholars, fellows, and interns, our students know that Graham invites their active participation in the institute's advancement of DEI.

New employees are welcomed to Graham with information about DEI resources. All staff—new and seasoned—are encouraged to engage in DEI-focused trainings and activities on an ongoing basis. In doing so, we aim to achieve a shared understanding of the principles of DEI and a shared commitment to advancing them.

Ongoing Tactics

- Intentionally advertise job postings to reach more diverse applicant pools.
 - Remove irrelevant barriers—such as technological barriers—from the application process.
 - Increase the time available to apply for jobs, scholarships, fellowships, grants, and other opportunities and broader distribution of opportunities.
 - Include our DEI statement on all applications and request that candidates share their own DEI experiences and perspectives as part of the application process.
 - Provide new employees and volunteers with information about DEI resources and opportunities for training.
 - Encourage staff members to spend time on DEI activities and help them prioritize those activities within their workload.
 - Coach and mentor student interns and full-time staff on career development by suggesting professional development opportunities and sharing resources like U-M's Career Navigator.
 - Regularly review recruitment materials to make sure they are welcoming, inclusive, and reflective of the diverse community we aspire to be.
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Climate & Culture

Collaboration and inclusivity are two of Graham's core values, and our expression of those values begins with our own climate and culture.

Regular check-ins with staff have emerged as a best practice in maintaining an inclusive and equitable climate. In addition, we make an effort to get pertinent resources directly into the hands of those who can use them by emailing them attachments and links to events, articles and reports, by sharing opportunities through our internal newsletter, and by regularly discussing ongoing and emerging DEI opportunities in staff meetings. Our community members feel more connected when they interact regularly, and they are more equipped to contribute to collective DEI efforts when they have specific tools to use in their daily activities (e.g., a summary of best practices on how to run equitable and inclusive RFPs).

We are especially proud of our efforts to enhance climate and culture with our colleagues across campus. The Planet Blue Ambassador Program and the Student Sustainability Coalition are two programs hosted by Graham that reach broadly across the entire U-M community. Our deep integration of DEI principles into the content of those two programs ensures that thousands of U-M community members experience the intersection of DEI and sustainability.

Ongoing Tactics

- Share among ourselves how each program is experiencing and integrating consideration of DEI-related issues into daily work.
- Foster a sense of belonging and ownership in each staff member, e.g., by ensuring that all staff members have an opportunity (e.g., in all-staff meetings) to express their professional needs, priorities and opinions, and by presenting optional social events open to all staff who wish and are able to participate.
- Ensure that existing staff and faculty receive ongoing diversity training and skill-building by dedicating at least one staff meeting per year to DEI issues (training, skill development, reflections, etc.) and encouraging ongoing discussion via staff meetings, social events, and informal interactions.
- Strongly encourage staff to participate in at least one professional development opportunity each year, and collect and report on professional development training completed by staff.
- Maintain dedicated sections of our public website and our intranet to house DEI resources for our community.
- Share annual plan updates and progress with, and request feedback from, key advisory bodies composed of U-M faculty and external partners.

Research, Teaching, Outreach, Service

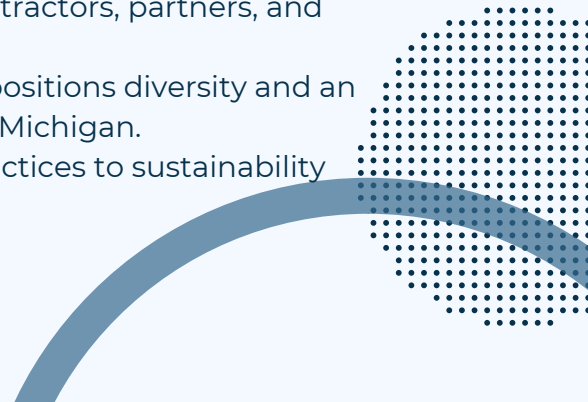
With continued support from the U-M community, Graham is positioned to break new ground on the application of DEI principles and best practices to sustainability challenges.

Graham serves as a bridge organization, linking the U-M community with partners and stakeholders external to the university. We launched a new strategic plan in the midst of DEI 1.0, and integrating diversity, equity, and inclusion in our strategy and mission has been highly beneficial in directing our work. Much of our focus has turned to underserved groups and environmental injustices.

For example, recent work from the Water Center includes a statewide water affordability assessment that illuminates the significant affordability gap experienced across the state by under-resourced individuals and communities. This and other work that highlights the needs of underserved groups are integral components of Graham's portfolio.

Graham's outreach activities go beyond bringing U-M's expertise to bear on real-world sustainability challenges. We collaborate with and learn from communities and other external partners to co-produce knowledge that effectively addresses their needs. Service and the advancement of community-identified priorities will continue to guide Graham's work in the future.

Ongoing Tactics

- Include information, signals, and cues about Graham's commitment to DEI in all communication and public outreach efforts, including the website, social media, presentations, and other promotional materials.
 - Design information so that it is accessible to those who need it most, and create distribution methods to reach those audiences.
 - Proactively cultivate a broadly diverse, inclusive pool of collaborators at all levels, including long-term and short-term staff, students participating in our programs and in internships and part-time positions, faculty, visiting scholars and fellows, contractors, partners, and advisors.
 - Continue to leverage the U-M DEI public campaign, which positions diversity and an inclusive campus climate as core values of the University of Michigan.
 - Forge new paths in the application of DEI principles and practices to sustainability challenges.
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Campus Climate Survey on Diversity, Equity and Inclusion

The U-M Campus Climate Survey on Diversity, Equity and Inclusion, conducted by ODEI, was designed as both a scientific sample and a census of students, faculty, and staff at the U-M Ann Arbor campus. The main objective was to provide respondents with the opportunity to share their perspectives, opinions, and experiences associated with DEI topics as they relate to U-M overall, as well as to the units where the respondent spends most of their time. Disaggregated results for Graham are shown in the tables below.

As a small unit, it was challenging for Graham to collect useful data without compromising anonymity or confidentiality. The Campus Climate Survey, and the anonymous surveys and questionnaires we conducted, were somewhat helpful but did not yield the richly instructive information we needed to inform future strategies.

Moving forward, we will examine our processes for collecting feedback and input on our DEI efforts to determine if we are using our resources in the most effective ways. We will seek innovative ways to capture data more comprehensively without invading privacy.

Table II-3a: Staff Dimensions of Climate (Mean Score)

Legend:
☐ U-M Staff
☒ Unit Staff

	1	2	3	4	5	Change Since 2017	
Hostile				4.1 <input type="checkbox"/>		(+0.2)	Friendly
					4.8 <input checked="" type="checkbox"/>	(+0.6)	
Disrespectful				4.1 <input type="checkbox"/>		(+0.2)	Respectful
					4.8 <input checked="" type="checkbox"/>	(+0.3)	
Contentious				3.8 <input type="checkbox"/>		(+0.2)	Collegial
					4.7 <input checked="" type="checkbox"/>	(+0.4)	
Individualistic				3.7 <input type="checkbox"/>		(+0.2)	Collaborative
					4.6 <input checked="" type="checkbox"/>	(+0.1)	
Competitive				3.7 <input type="checkbox"/>		(+0.3)	Cooperative
					4.7 <input checked="" type="checkbox"/>	(+0.7)	
Unsupportive				4.0 <input type="checkbox"/>		(+0.2)	Supportive
					4.7 <input checked="" type="checkbox"/>	(+0.3)	
Unwelcoming				4.1 <input type="checkbox"/>		(+0.2)	Welcoming
					4.8 <input checked="" type="checkbox"/>	(+0.6)	

	1	2	3	4	5	Change Since 2017	
Racist				4.2 <input type="checkbox"/>		(+0.1)	Non-Racist
					4.7 <input checked="" type="checkbox"/>	(+0.2)	
Homogenous			3.4 <input type="checkbox"/>			(-0.1)	Diverse
		2.7 <input checked="" type="checkbox"/>				(-0.1)	
Sexist				4.0 <input type="checkbox"/>		(+0.1)	Non-Sexist
					4.3 <input checked="" type="checkbox"/>	(+0.3)	
Homophobic				4.4 <input type="checkbox"/>		(+0.1)	Non-Homophobic
					4.9 <input checked="" type="checkbox"/>	(+0.5)	
Transphobic				4.1 <input type="checkbox"/>		(NA)	Non-Transphobic
					4.7 <input checked="" type="checkbox"/>	(NA)	
Ageist			3.8 <input type="checkbox"/>			(+0.1)	Non-Ageist
				4.3 <input checked="" type="checkbox"/>		(+0.1)	

Reflections

Graham works to infuse the principles of diversity, equity, and inclusion into our research, learning, and culture as we address real-world sustainability challenges. During DEI 1.0, we made and formalized many changes in policy and practice that impact our constituencies. We infused these changes into our infrastructure and day-to-day operations.

We worked to remove structural barriers and facilitate a vibrant, dynamic, and diverse community where everyone has a sense of belonging. We began to increase diversity in its myriad forms among the U-M scholars and external partners with whom we collaborate.

We proactively supported cross-campus efforts to advance diversity, equity, and inclusion at U-M and, at the same time, conveyed our commitment to these principles to all of our stakeholders. We aimed to create an inclusive, welcoming environment with collegial relationships and interactions at all levels.

For our staff, we provided a range of opportunities to engage more deeply with issues of DEI, anti-racism, and working across differences. We developed processes for monitoring and continually improving the culture and climate at Graham, enhancing the experiences of staff, students, faculty, partners, and advisors.

Perhaps most importantly, we worked to elevate the voices and representation of BIPOC (Black, Indigenous, and People of Color) communities, among others, in sustainability and help our U-M community better understand DEI as it relates to sustainability.

The strides we have made over the course of DEI 1.0 are significant. We have greatly benefitted from building a more intentional DEI infrastructure and leadership support for DEI, social justice, and racial justice efforts, which we will maintain as we continue to implement our DEI plans into the future.

As we reflect on these successes, we also recognize that there is still much work to be done.

Looking ahead, we will aim to increase diversity in its myriad forms to broaden the perspectives of our community. We will provide equitable opportunities and directly challenge bias, harassment, and discrimination. We will work so that everyone has the opportunity to contribute to the common good. Our DEI 2.0 roadmap will include plans that are more strategically integrated with our work, more collaborative across units, and more grassroots-engaged.



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Up Next... DEI 2.0!

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 empowerment, and the advancement of sustainability knowledge, learning, and leadership.

We thank you for your interest and support of our efforts. Additionally, we welcome your questions and suggestions. Please reach out any time by emailing **graham-institute@umich.edu**.

graham.umich.edu/diversity

