**University of Michigan
Graham Sustainability Institute**

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

Five-Year Strategic Objectives, Measures
and
Fiscal Year 2021 Actions

Year Five Plan Submitted
July 2020

Graham Sustainability Institute
Diversity, Equity, and Inclusion Strategic Plan
Five-Year Strategic Objectives, Measures, and FY2021 Actions

This document captures the Graham Sustainability Institute's progress in FY2020 and action plan for FY2021 in the context of our five-year DEI strategic plan (2017-2021). The information contained here will help assess and inform DEI initiatives at the university level. It also serves as a roadmap for the institute as we work toward our DEI goals. It was completed in July 2020.

Implementation Highlights for Y4:

Graham's progress in Year Four is the result of redoubled efforts to elevate and prioritize diversity, equity and inclusion. A new DEI Lead took over in June 2019 after the departure of the previous lead, who had only served in that role for six months. Starting with leadership and extending through the staff, a concerted effort was made to dedicate significant time, thought and effort into DEI integration across Graham. This work has had a strong, positive impact on Graham's progress.

Leadership encouraged staff to leverage DEI opportunities offered by U-M. Staff were allowed to participate in activities held during working hours. The monthly ODEI updates provided valuable information about campus-wide happenings and gave insight into the work other units are doing. These resources, along with other pertinent information identified by the DEI Lead, were shared with the Graham team regularly in staff meetings and by email.

Across Graham, there is a genuine commitment to our DEI initiative and strategic plan. A committee at Graham dubbed the "Culture Club" meets periodically to share ideas, plan activities, discuss relevant topics, and ensure progress is made. Roughly half the staff serve on the committee and all staff benefit from its work. In addition, external partners like Dow and the National Oceanic and Atmospheric Administration (NOAA) endorse and encourage Graham's commitment to DEI.

I. Diversity Equity and Inclusion Strategic Plan: Overview (no change from previous reports)

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 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 addresses how we ensure that each member of our community has full opportunity to thrive.

We act with deliberateness and humility as we seek to respect and leverage diversity, ensure equity and promote inclusion. We examine and learn from the outcomes of our efforts and work to improve them. We 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 Four (2020) Implementation Summary

The Graham Institute implemented the Year Four DEI strategic plan in the fiscal year 2020. Throughout the year, Graham engaged the team, the greater U-M community, and our partners through discussions at meetings and seminars, as well as other efforts. The Graham diversity website (www.graham.umich.edu/diversity) includes information for faculty, students, staff, partners, and the general public.

Integration into Programs & Administrative Efforts
To make our commitment clear to all prospective collaborators, partners, and applicants, we continue to include Graham's DEI statement on communications issued by Graham's human resources team (e.g., employment applications), communications team (e.g., website, e-news, publications), and on faculty outreach efforts (e.g., invitations for project funding requests).

Fellowship, scholarship, and grant applications continue to include an essay question about DEI (in addition to Graham's DEI statement) on application materials.

Communication
The Graham Institute shares and promotes information about campus-wide DEI efforts and activities through email, social media, articles, summaries, and the Institute's website. Regular, consistent updates about the Institute's progress on our DEI strategic plan help staff understand and leverage the resources available to them. Staff are encouraged to take personal initiative to advance DEI priorities in their own work. For example, program managers are responsible for ensuring their materials include DEI-related information, and all staff use a DEI lens, broadly defined, to select speakers, advisors, and topics.

Science outreach and communications for both internal and external audiences continue to reflect the ways Graham engages with a variety of communities and a diverse group of students involved in sustainability scholarship. Special care is taken to broaden the range of stakeholders and potential collaborators we reach, and to reach those partners where they are, using the communication tools and techniques they prefer. Care is also taken to make sure the text and imagery in our communications resonate with a broad range of recipients with different backgrounds and experiences.

Local and Global Perspectives of DEI & Sustainability
Since the Graham Institute is not a tenure home or degree granting, our efforts focus on facilitating and amplifying engaged research and fieldwork conducted by faculty and students in other units throughout the university. We show strong preference for work that 1) takes diversity, equity, and inclusion into consideration, 2) serves underserved communities on local to global scales, 3) co-creates solutions with those who are most affected by the issue.

Through the Planet Blue Ambassadors (PBA) Program, the Graham Institute provides opportunities for all members of the U-M community across all three campuses to engage in the environmental and social aspects of sustainability. Examples include:

- PBA training on Canvas well-advertised and easily accessed by all students, faculty, and staff, with a growing resource library related to social and environmental justice.
- DEI content and links to additional resources in the majority of monthly PBA newsletters.
- A new PBA blog (pba.umich.edu) that fosters inclusion and belonging within this diverse, widely dispersed group.

Graham's co-curricular educational programs, notably the Dow Sustainability Fellows Program and the Graham Sustainability Scholars Program, enable students to gain real-world skills as they help underserved communities achieve greater sustainability. Recent projects include helping low-income and indigenous communities in the western upper peninsula of Michigan achieve energy equity, helping local government ensure access to clean, safe drinking water for all residents of Mexico City, co-developing green space through community engagement in Detroit, and more.

In partnership with the Mott Foundation and working with community members from Detroit, Flint, Lansing, and other communities, Graham's Water Center developed materials for Michigan residents at risk of lead exposure through water lines to understand their new rights under Michigan's recently revised lead and copper rule, as well as proactive ways they can protect themselves. Working with community advisory groups, the Water Center used offline community networks and peer groups to disseminate the information. Social media and Google segmentation tools also helped the Water Center reach isolated people across Michigan who needed the information.

Funding was renewed by NOAA for the Water Center to host the National Estuarine Research Reserve Science Collaborative, which focuses on user-driven collaborative research, assessment, and transfer activities to help the people in the communities where the research takes place.

Both the U-M Sustainability Experts Database (maintained by Graham) and our student project profiles include United Nations Sustainable Development Goals (SDGs) served. The UN's SDGs thoroughly incorporate diversity, equity, and inclusion principles.

Events Facilitated for U-M Staff and Students
The following activities provided staff and students with local-to-global perspectives of sustainability, with a focus on engagement and cross-cultural communication. Presenters demonstrated how they actively engage communities, stakeholders, and partners in the work they do.

- September 2019: Researchers and co-investigators from all three U-M campuses came together to share and learn how university resources can be leveraged to maximize public and community impact in research. This interactive event was called "*Intersections for Engaged Research*" and was hosted in part by Graham's EmOpps program.
- December 2019: PBA event dedicated to ways of having a sustainable, healthy and toxin-free holiday with less waste. Also included were multiple resources on tips for making holiday events inclusive.

- Spring 2020 (cancelled) *"Water@Michigan"* was planned to bring together faculty researchers with staff and faculty whose primary emphasis is DEI. Unfortunately, the event has been cancelled/postponed due to the COVID-19 pandemic.

Student Sustainability Initiative (SSI) Board & DEI

The Graham Institute again provided oversight and guidance to the Student Sustainability Initiative, which has begun a summer transition to the Student Sustainability Coalition. Graham's involvement helped the organization evolve to meet the needs of a broader swath of students, have greater impact across campus, and foster a broadening definition of what sustainability means in our world today. The organization's grants are designed to help students across all disciplines and backgrounds address sustainability challenges through their own unique lens, and DEI issues are a significant consideration in their evaluation of potential grants.

Student Outreach

Through our efforts to recruit students to our co-curricular educational programs, as well as the programs themselves, Graham demonstrates to a host of students the connection between sustainability and diversity, equity, and inclusion. We use these platforms to promote meaningful discussion, activities, and engagement on DEI and sustainability. The results of student surveys conducted through our educational programs indicate that students who completed one of the programs understand and can describe the intersection of DEI and sustainability as it relates to them, both on a personal level and professionally. Surveys also show that students in the program learn to understand the many ways that diverse, interdisciplinary teams lead to better results.

Graham DEI Team

The DEI initiative at the Graham Institute has shown significant progress in Year Four. In addition to the appointment of a new DEI Lead, support from leadership, and a concerted effort across the institute to elevate the initiative, we can attribute our progress to collaboration between the Culture Club, the staff at large, and the DEI Planning Team.

The Planning Team established specific activities and metrics, while the Culture Club and broader staff engaged in implementing these plans. Staff requests for one-time policy changes or updates to existing policies and communication procedures were completed promptly. These and other efforts contributed to ensuring Graham remains a welcoming place to work, study, and collaborate for students, faculty, staff, and external partners. Staff training and fostering discussions about DEI will continue on an ongoing basis.

2020 DEI Planning Team:
- Mary Kay Phelps, Executive Secretary
- Andrew Horning, Managing Director

Planning Process Summary:
- *Summary of Team Charge:*
  - The Graham DEI Team is responsible for developing DEI plans on behalf of the Graham Institute; seeking feedback from key constituencies; summarizing or gathering summaries

of key findings; communicating these findings with others; and, assisting the Graham Administration with measuring progress toward specific goals and activities.

- *Process used to collect data:*
  - o In-person planning team meetings to discuss strategic plan objectives, actions, successes, challenges, and year three implementation highlights. Contributions to the plan from team members made via Google docs and email.
- *Sources of data*:
  - o Graham Culture Club
  - o Graham Staff Survey
  - o Graham Institute Diversity Reports (2013-2016)
  - o U-M Human Resources Information Services
  - o U-M Registrar's Office
  - o U-M Staff Climate Survey & Unit Level data results
  - o Dow Fellows Program activities and student-led project reports
  - o Graham Scholars Program activities
  - o Emerging Opportunities Program activities and faculty-led project reports
  - o Water Center Program activities and research team project reports
- *Process used to analyze data:*
  - o Reviewed, discussed, and summarized data
  - o Reviewed and revised priority goals and actions
- *Action idea generation activities:*
  - o Individual contributions from planning team members and discussion among team
- *Summary of engagement activities:*
  - o Various events and scholarly activities
  - o SSI Board – DEI representative will continue
  - o Communication efforts via email, the Graham DEI website, social media, and other sources

III. Data and Analysis: Key Findings

Summary of Data

The types of data collected, analyzed and summarized include the Graham staff survey, Graham Culture Club input, and student input collected via surveys. Summary data from engagement activities reflects the overall scope of ideas presented, which were incorporated into this plan individually as appropriate.

Key Data & Documents:

- Graham DEI Year Four Action Planning Table
- Graham staff survey results
- U-M DEI guidelines and various documents posted on Graham's diversity website (www.graham.umich.edu/diversity)
- Research project summaries highlighting the intersection of DEI and sustainability

Trends
- Continued interest among students to work with communities (internal and external to U-M) on diversity, equity, and inclusion issues related to sustainability
- Continued interest among existing staff to make new staff and students feel welcome and included

Themes
- Social justice (e.g., examples of engagement with tribal, low income, and disadvantaged communities locally and globally); in addition to an interest in learning more about bias.
- Interest in ongoing improvement through research, monitoring and assessment.

Key Findings

The Graham Institute is continuing to integrate DEI principles 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, culturally-sensitive social programming especially through the holiday season); communication efforts to promote engagement in programs, and highlight accomplishments and impacts (e.g., website and publications); and outreach efforts (e.g., Planet Blue Ambassador Program and distribution lists).

The Graham Institute has a positive impact in raising awareness about, and promoting engagement in, the intersection of sustainability and diversity among both internal and external audiences through communication channels that highlight research and student efforts.

The attention to action items in each of the four domain areas demonstrates the 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*

Graham 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.

   FY21 Actions – the Graham Institute will:
   ● Continue to include the *Graham Institute DEI 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.
   ● Allow candidates a minimum of two weeks to apply to opportunities.
   ● Continue to leverage the U-M an annual staff questionnaire and request unit level data from ODEI to assess awareness about Graham's commitment to diversity, equity and inclusion. Develop summary report on climate within Graham and change over time. Due to resource constraints and privacy concerns, the Graham Institute will not conduct its own climate assessment.
   ● Continue to ensure new employees receive information about DEI resources and opportunities for training.
   ● Continue to 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 to and support of career advancement and professional development opportunities.
   ● Increased availability of career advancement opportunities in Graham and number of staff using professional development support.

FY21 Actions – the Graham Institute will:

- Continue to encourage staff to participate in at least one professional development opportunity each year.
- Continue to 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.

FY21 Actions – the Graham Institute will:
- Promote awareness of 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.

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.

FY21 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.
- Continue to 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.
- Continue to create and distribute resource materials on how to facilitate diverse and inclusive meetings and events.

- Continue to leverage the U-M annual staff climate questionnaire and review unit level data from ODEI to assess awareness about Graham's commitment to diversity, equity and inclusion. Develop summary report on climate within Graham and change over time. (The Graham Institute will not conduct a separate questionnaire.)
- Continue to 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.).
- Continue to 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.

FY21 Actions – the Graham Institute will:
- Continue to 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.
- Continue to include the *Graham Institute DEI Statement* on all applications.
- Continue to support student engagement in DEI issues relevant to sustainability efforts.
- Continue to review education program recruitment language annually to ensure it is inclusive of wide-ranging and diverse perspectives, related to sustainability.
- Continue to leverage U-M student data to monitor and assess 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:
- Continue to increase awareness and understanding about Graham's commitment to diversity, equity and inclusion among candidates for new student staff positions.

- Continue to improve the composition of student staff, as determined by changes in diversity over time.
- Continue to increase understanding of and commitment to Graham's objectives and actions among current student staff members.

FY21 Actions – the Graham Institute will:
- Continue to 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
- Allow candidates a minimum of two weeks to apply to opportunities.

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:
- Continue to increase awareness and understanding about Graham's policies and procedures regarding conflict resolution.
- Continue to ensure cases of conflicts are handled appropriately and lead to satisfactory resolution.

FY21 Actions – the Graham Institute will:
- Continue to 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 via email.

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 DEI among prospective advisory board members.
- Improved composition of advisory boards as determined by changes in diversity over time.

FY21 Actions – the Graham Institute will:
- Continue to include the *Graham Institute DEI Statement* on each invitation to serve on Institute and Center advisory boards.
- Utilize current board member networks to assist with increasing diverse board representation.
- Fill board positions by invitation to ensure a diverse range of experiences and perspectives.
- Continue to monitor climate within Graham and change over time, and assess diverse representation.

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.

FY21 Actions – the Graham Institute will:
- Continue to create additional resources that highlight the intersection of diversity, equity, and inclusion and sustainability through the Institute's initiatives.
- Encourage students to participate in ongoing diversity programming offered by schools/colleges and others (e.g., Common Ground, Ginsberg, etc.) and encourage ongoing discussion via meetings, social events, and informal interactions.
- Continue to support a DEI student position on the Student Sustainability Initiative (SSI) board with responsibility for leading ongoing campus-wide DEI efforts and serving on Graham's DEI planning team, depending on Provost's support.
- 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 DEI as part of annual student program assessments.
- Leverage the U-M data, as available, to assess campus climate overall. (The Graham Institute will not conduct a separate questionnaire.)

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.

  FY21 Actions – the Graham Institute will:
  ● Continue to instruct faculty and staff to foster discussions about how DEI may enhance fieldwork, engagement with practitioners and stakeholders, and student experiences.
  ● Leverage the U-M questionnaire data to assess awareness of DEI among faculty and staff. (The Graham Institute will not conduct a separate questionnaire.)
  ● 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 DEI 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.

  FY21 Actions – the Graham Institute will:
  ● Include the *Graham DEI 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.
  ● Continue to schedule meetings to review and discuss the Graham DEI plans, goals and activities with students and staff.

- Continue to enhance the Planet Blue Ambassador Training - Community module to foster deeper engagement in the intersection of diversity, equity, inclusion and sustainability.
- Continue to support student-initiated efforts to address issues of DEI as they relate to sustainability programs across campus.
- Continue to 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

Objective: **Educate our community on sexual and gender-based misconduct prevention in an effort to promote a safe and supportive environment for all members to work, learn, and thrive.**

FY21 Actions – the Graham Institute will:
- Support central efforts to educate faculty, staff and students on the forthcoming University of Michigan Policy on Sexual and Gender-Based Misconduct prevention ("umbrella policy").
- Develop and socialize unit-specific value statements that align and reinforce the forthcoming university level values that promote culture and climate change consistent with both the Diversity, Equity & inclusion, and Sexual and Gender-Based Misconduct Prevention work that is already underway.

Primary DEI Goal: Inclusion
Other applicable domain: Diversity

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.

FY21 Actions – the Graham Institute will:
- Continue to include the *Graham Institute DEI Statement* prominently in key publications (website, annual report, funding opportunities, program description, etc.).
- Continue to annually share plan updates and progress with, and request feedback from, key advisory bodies composed of U-M faculty and external partners.
- Continue to 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 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.

FY21 Actions – the Graham Institute will:
● Continue to convey the Institute's sustainability vision for the future by incorporating diversity, equity, and inclusion into the Institute's new Strategic Plan and its vision, mission and values.
● Continue to 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.
● Continue to 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 DEI Statement* in Graham communications and outreach tools.
● Continue to 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 DEI, and highlight these through outreach efforts.
● Continue to 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.
● Continue to 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.

- Continue to leverage the U-M DEI public campaign, led by the President and Provost, which positions diversity and an inclusive campus climate as core values of the U-M (General Recommendations, Office of the Provost, Committee on Diversity, Equity and Inclusion, 13 recommendations).
- Continue to raise awareness about the intersection of DEI and sustainability.
- Continue to 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.

FY21 Actions – the Graham Institute will:
- Continue to convey the Institute's sustainability vision for the future by incorporating DEI into the Institute's new Strategic Plan and its vision, mission and values.
- Continue to 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.
- Continue to 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:
Graham measures the following ultimate "local" measures which, as they are tracked across time, demonstrate the impact of our strategies and actions on the three goals.

- **Diversity:** Make-up of staff, student scholars, fellows, and interns, 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:** Foster 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 (Appendix A).

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

Mary Kay Phelps, Executive Secretary, with oversight provided by Andrew Horning, Managing Director, will ensure the Graham Sustainability Institute DEI Strategic Plan is executed, with assistance from the Graham Culture Club in tracking and supporting the plan implementation, and:
- Mehjabeen Moulvi, Administrative Issues
- Elizabeth LaPorte, Education Program and general DEI Issues
- Alex Haddad, 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.

Appendix A.

Graham Institute Action Planning Tables
(See attached file "Graham Year Three Action Planning Table.xlsx")

Strategic Objective	Staff	Students	Faculty	Alumni	Partners	Measures of Success	Action Item Name	Accountability
Increase awareness of employment opportunities among diverse groups and work toward a more diverse staff in the Graham Institute.	X					Increased awareness and understanding about Graham's commitment to DEI among candidates for positions and new staff. Improved composition of staff as determined by changes in diversity over time. Increased understing of Graham's commitment to objectives and actions among current staff members.	Continue to include the Graham Institute Diversity, Equity, and Inclusion (DEI) Statement on each employment application.	HR, Business, COM, Management
							Distribute information about open positions widely.	HR, Business, COM,
							Request candidates share their views on diversity, equity, and inclusion in their cover letters.	HR, Business, COM, Management
							Allow candidates a minimum of two weeks to apply to opportunities.	HR, Business, COM, Management
							Continue to leverage the U-M staff questionnaire and request unit level data from ODEI to assess awareness about Graham's commitment to diversity, equity and inclusion. Develop summary report on climate within Graham and change over time. Due to resource constraints and privacy concerns, the Graham Institute will not conduct its own climate assessment.	HR, Business, COM, Management
							Continue to ensure new employees receive information about DEI resources and opportunities for training.	HR, Business, COM, Management
							Continue to 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.	HR, Business, COM, Management
Ensure all staff members have equal opportunity for career advancement and equal access to professional development support.	X					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.	Continue to encourage staff to participate in at least one professional development opportunity each year.	HR, Business, COM, Management
							Continue to collect and report on professional development training completed by staff.	HR, Business, Supervisors
							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.	HR, Business, COM, Management
							Continue to promote the use of the U-M Career Navigator to learn about career pathways at Graham and throughout U-M.	HR, Business, COM, Management
Ensure all staff members have a clear understanding of Graham's formal pathway for effective conflict resolution.	X					Increased awareness and understanding of Graham's policies and procedures regarding conflict resolution. Cases of conflict are handled appropriately and lead to satisfactory resolution.	Promote awareness of 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.	HR, Business, Supervisors
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.	X					Increased awareness and understanding about Graham's efforts to increase inclusion among staff.	Check-in with new staff at six months (supervisor and HR).	HR, Business, Supervisors
							Continue encouraging staff to participate in staff socials and regular staff meetings	HR, Business, Supervisors
							Continue to 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 DEI (e.g., trainings, skill building, reflections, etc.) and encourage ongoing discussion via staff meetings, social events, and informal interactions.	HR, Business, Supervisors
							Continue to create and distribute resource materials on how to facilitate diverse and inclusive meetings and events.	HR, Business, Supervisors
							Continue to leverage the U-M annual staff climate questionnaire and review unit level data from ODEI to assess awareness about Graham's commitment to diversity, equity and inclusion. Develop summary report on climate within Graham and change over time. (The Graham Institute will not conduct a separate questionnaire).	HR, Business, Supervisors
							Continue to encourage supervisors/managers to practice engaged leadership anbd provide regular feedback to staff throughout the year (e.g., acknowledging accomplishments, noting possible improvement, evaluating priorities, etc.)	HR, Business, Supervisors
							Continue to encourage staff to engage in self assessment (e.g., identify areas of strengths and potential improvement) to strengthen professional relationships and excel and collaborative efforts.	HR, Management

Strategic Objective	Staff	Students	Faculty	Alumni	Partners	Measures of Success	Action Item Name	Accountability
Increase awareness of scholarship and fellowship opportunities among diverse groups, and work toward a more diverse student body in Graham programs.	X					Increased awareness and understanding about Graham's commitment to DEI 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 | Continue to 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. | Management, Education Program Leaders |
							Continue to include the Graham Institute DEI Statement on all applications.	Management, Education Program Leaders, COM
							Continue to support student engagement in DEI issues relevant to sustainability efforts.	Management, Education Program Leaders, COM
							Continue to review education program recruitment language annually to ensure it is inclusive of wide-ranging and diverse perspectives, related to sustainability.	Management, Education Program Leaders, COM
							Continue to leverage U-M student data to monitor and assess and change over time.	HR, Management, Business (Web)
Increase awareness of student employment opportunities among diverse groups and work toward a more diverse staff in the Graham Institute.		X				Continue to increase awareness and understanding about Graham's commitment to DEI among candidates for new student staff positions.

Continue to improve the composition of student staff, as determined by changes in diversity over time.

Continue to increase understanding of and commitment to Graham's objectives and actions among current student staff members. | Continue to include the Graham Institute DEI Statement on each student employment application | Management, Education Program Leaders, COM |
							Distribute information about open positions widely.	Management, Education Program Leaders, COM
							Request candidates share their views on diversity, equity, and inclusion in their cover letters.	Management, Education Program Leaders, COM
							Allow candidates a minimum of two weeks to apply to opportunities.	Management, Education Program Leaders, COM
Ensure students have a clear understanding of Graham's formal pathway for effective conflict resolution.		X				Continue to increase awareness and understanding about Graham's policies and procedures regarding conflict resolution.

Continue to ensure cases of conflicts are handled appropriately and lead to satisfactory resolution. | Continue to promote 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 via email. | HR, Management, Education Program Leaders |
| Increase awareness of leadership opportunities among diverse groups and work toward more diverse advisory bodies engaging with and advising the Graham Institute. | | | X | X | X | Increased awareness and understanding about the Graham Institute's commitment to DEI among prospective advisory board members.

Improved composition of advisory boards as determined by changes in diversity over time. | Continue to include the Graham Institute DEI Statement on each invitation to serve on Institute advisory boards | Management |
							Utilize current board member networks to assist with increasing diverse board representation	Management
							Fill board positions by invitation to ensure a diverse range of experiences and perspectives.	Management
							Continue to monitor climate within Graham and change over time and assess diverse representation.	Management

Strategic Objective	Staff	Students	Faculty	Alumni	Partners	Measures of Success	Action Item Name	Accountability
Integrate diversity, equity, and inclusion into scholarly programs and curricula.		X				Increased awareness about the Graham Institute's commitment to DEI among students, faculty, and staff engaged in educational programs. Discussions about DEI issues related to sustainability occur in formal institute programming. Development and availability of sustainability curricula demonstrating best practices for addressing DEI issues.	Continue to create additional resources that highlight the intersection of DEI and sustainability through the Institute's initiatives.	Management
							Encourage students to participate in going diversity programming offered by schools/colleges and others (e.g., Common Ground, Ginsberg, etc.) and encourage ongoing discussion via meetings, social events, and informal interactions.	HR, Management, Education Program Leaders
							Continue to support a DEI student position on the Student Sustainability Initiative (SSI) board with responsibility for leading ongoing campus-wide DEI efforts and serve on Graham's DEI planning team, depending on Provost support.	HR, Management, Graham DEI Team
							Conduct an annual student questionnaire to assess awareness about Graham's commitment to integrating diversity, equity and inclusion into scholarly programs and curricula.	Program
							Continue to include specific questions about assessing DEI as part of annual student program evaluations.	Education Program Leaders
							Continue to leverage the U-M student climate questionnaire and review data from ODEI, as available to assess camplus climate overall. Due to resource constraints and privacy concerns, the Graham Institute will not conduct its own climate assessment.	Management
Integrate diversity, equity, and inclusion into scholarly programs and curricula.	X		X			Increased awareness about the Graham Institute's commitment to DEI among students, faculty, and staff engaged in educational programs. Discussions about DEI issues related to sustainability occur in formal institute programming. Development and availability of sustainability curricula demonstrating best practices for addressing DEI issues.	Continue to instruct faculty and staff to foster discussions about how DEI may enhance fieldwork, engagement with practitioners and stakeholders, and student experiences.	HR, Management
							Leverage the U-M questionnaire data to assess awareness of DEI among faculty and staff. (The Graham Institute will not conduct a separate questionnaire.)	HR, Management
							Develop summary report on climate within Graham and change over time.	HR, Management, Education Program Leaders
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.	X	X				Inclusion of the Graham Institute DEI 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.	Continue to include the *Graham Institute DEI Statement* prominently in key publications (website, annual report, funding opportunities, program description and mission, etc.).	Management, Education Program Leaders, COM
							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.	HR, Management, Graham DEI Team
							Continue to schedule meetings to review and discuss the Graham DEI plans, goals and activities with students and staff.	HR, Management, Graham DEI Team
							Continue to enhance the Planet Blue Ambassador Training - Community module to foster deeper engagement in the intersection of diversity, equity, inclusion and sustainability.	Management, Planet Blue Coordinator
							Continue to support student-initiated efforts to address issues of DEI, as they relate to sustainability programs across campus.	Management, Education Program Leaders, COM
							Continue to leverage U-M data to assess climate and change over time. Due to resource constraints and privacy concerns, the Graham Institute will not conduct its own climate assessment.	HR, Management, Graham DEI Team
Educate our community on sexual and gender-based misconduct prevention in an effort to promote a safe and supportive environment for all members to work, learn, and thrive.			X	X	X		Support unit-level participation in mandatory training.	Management, HR
							Support central efforts to educate faculty, staff, and students on the **forthcoming** University of Michigan Policy on Sexual and Gender-Based Misconduct Prevention ("umbrella policy").	Management, HR
							Develop and socialize unit-specific value statements that align and reinforce the **forthcoming** university level values that promote culture and climate change consistent with both the Diversity, Equity & Inclusion, and Sexual and Gender-Based Misconduct Prevention work that is already underway.	Management, HR

Strategic Objective	Staff	Students	Faculty	Alumni	Partners	Measures of Success	Action Item Name	Accountability
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.		X	X	X		Inclusion of the Graham Institute DEI 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.	Continue to include the Graham Institute DEI Statement prominently in key publications (website, annual report, funding opportunities, program description and mission, etc.).	Management, Program Leaders, COM
							Continue to annually share plan updates and progress with, and request feedback from, key advisory bodies composed of U-M faculty and external partners.	Management, COM
							Continue to monitor and assess climate within Graham and change over time.	Management, COM
Identify and implement communication methods to increase diversity, equity and inclusion in key publications, program promotional efforts, and daily activities.	X					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 DEI, are ADA accessible, and include images that are a reflection of our commitment to inclusivity.	Continue to convey the Institute's vision for the future by incorporating DEI into the Institute's mission.	Management, COM
							Continue to 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.	Management, Business, COM
							Continue to include both written and visual information about the Graham Institute's commitment to DEI in communication and public outreach efforts, including the website, presentations, and other promotional tools, and specifically include the Graham Institute DEI Statement in Graham communications and outreach tools.	Management, Business, COM
							Continue to 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 DEI and highlight these through outreach efforts.	Management, Program Leaders, COM
							Continue to 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.	Management, Business, COM
							Continue to 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.	Planet Blue, COM
							Continue to leverage the U-M DEI 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).	Management, HR, COM
							Continue to raise awareness about the intersection of DEI and sustainability.	Management
							Continue to monitor and assess climate within Graham and change over time.	HR, COM, Program Managers
Identify and implement communication methods to increase diversity, equity and inclusion in key publications, program promotional efforts, and daily activities.		X	X	X	X	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].	Convey the Institute's vision for the future by incorporating DEI into the Institute's mission.	HR, COM, Program Managers
							Continue to 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.	HR, COM, Program Managers
							Continue to monitor and assess climate within Graham and change over time.	HR, Management