



**University of Michigan  
Graham Sustainability Institute**

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

Five-Year Strategic Objectives, Measures, and  
Fiscal Year 2019 Actions

**Year Three Plan**  
Submitted July 2018

# **Graham Sustainability Institute**

## **Diversity, Equity, and Inclusion Strategic Plan**

### **Five-Year Strategic Objectives, Measures, and FY2019 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 July 6, 2018. All plans will roll up to create the overall U-M Strategic Plan on Diversity, Equity, and Inclusion (DEI).

#### **I. Diversity Equity and Inclusion Strategic Plan: Overview (no change)**

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 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 Two (2018) Implementation Summary**

The Graham Institute implemented the Year Two DEI strategic plan in the fiscal year 2018. The Institute continued communicating throughout the year and engaged the U-M community and partners through discussions at meetings, seminars, and other efforts. The Graham diversity website ([www.graham.umich.edu/diversity](http://www.graham.umich.edu/diversity)) includes information for faculty, students, staff, and others.

### ***DEI Integration into Programs & Administrative Efforts:***

- Fellowship, scholarship and grant applications will continue to include an essay question and DEI statement on application materials (e.g., Dow Sustainability Fellows Program).
- Graham Institute human resources (e.g., employment applications), communications (e.g., website, e-news, publications), and faculty outreach efforts will continue to include the DEI statement (e.g., requests for project funding).
- Science outreach & communications for both internal and external audiences will continue to add highlights of engaging a variety of communities and a diverse group of students involved in sustainability scholarship (e.g., new summaries to the Dow Global Impact Series, a new webpage highlighting external partnerships, and new articles about ongoing tribal engagement).

### **Communication**

The Graham Institute's DEI communication initiatives will continue to leverage 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:

- Graham staff attended 21 diversity workshops or training sessions.
- Continuing to review program materials to ensure they address DEI considerations (e.g., including Graham DEI statement, and communicating opportunities to diverse groups) in both student and faculty applications for funding.
- Continuing to consider diverse perspectives when selecting speakers, advisors, and others.

### **Local and Global Perspectives of DEI & Sustainability**

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 Program fieldwork projects such as housing affordability in Michigan; access to affordable public transportation, energy equity in Detroit, and developing a solar-powered vehicle in Ghana (see: [Dow Global Impact Series](#))
- The U-M Water Center is developing case studies about shrinking communities and their experience providing safe drinking water and other water services to citizens. Examples of important issues addressed by community members include affordability, equity and community confidence in government (see: [Water Center](#)).
- Sustainability research supported include projects working with tribal communities, addressing urban environmental justice, and collaborating rural, underserved communities of Puerto Rico. We also provided additional support to an ongoing project focused on e-waste recycling, which disproportionately affects vulnerable communities globally.
- The United Nations Sustainability Development Goals include many diverse elements (e.g., social, economic, and environmental issues), and are incorporated in sustainability research expert profiles and summaries of student-led projects (see, [Faculty Affiliates](#), and [Dow Global Impact Series](#)).

### **Events Facilitated for Students**

Take-aways of the following activities include providing students with local-global perspectives of sustainability, with a focus on applied research. Many presenters demonstrate how they actively engaging communities, stakeholders and partners in the work they do and discussed methods of doing this. Other events focused on building skills (e.g., science communication), and increasing multi-cultural awareness in an increasingly diverse world.

September 2017: Maria Arquero de Alarcón, Architecture and Urban Planning and Design, Taubman College of Architecture and Urban Planning. Maria spoke about her work in Sao Paulo Brazil related to landless people, protected areas, and informal urbanism. (Graham Scholars UC 327 and 427).

October 2017: Skill Session, Intercultural Awareness Training (from U-M Office for Institutional Equity) - Workshop led by professionals from the U-M Office for Institutional Equity which addresses the many

hidden ways in which culture influences behavior. Starting with an understanding of American culture, this session then focuses on cultural differences between countries and how "common sense" assumptions we make about others may be flawed. Examples focus on verbal and non-verbal communication, symbolic meaning, cultural norms and cultural values.

November 2017:

- Skill Session, Common Ground Social Identity Workshop - A facilitator from the U-M Program on Intergroup Relations led a workshop to help promote social identity development and enhance group dynamics, while building a community of social justice advocates on campus. The workshop focused on the social identity spectrum and how personal identities impact project groups, in communities, and in the future as sustainability leaders.
- Tony Reames, Environmental Justice, Environmental Policy and Planning, Sustainable Systems; School for Environment and Sustainability. Tony spoke about energy justice and energy poverty focusing on the higher cost of heating and energy efficiency for lower-income populations. (Graham Scholars UC 327 and 427)
- Just engagement with the public, A workshop on listening, by Dr. Yanna Lambrinidou (on listening to diverse communities you work with). Also, at the Dow Sustainability Fellows Symposium, Dr. Yanna Lambrinidou (keynote, co-creator of an NSF sponsored course at Virginia Tech titled "Engineering Ethics and the Public") emphasized the importance of listening to and understanding the diverse community's engineers and scientists work to serve. She is the founder of the non-profit children's environmental health organization Parents for Nontoxic Alternatives and has been an advocate in both the Washington DC and Flint lead-in-water crises.

April 2018: *Eco Equity Town Hall (2016-2017 effort) – transformed into the Sustainability Art Showcase*. This and other efforts ensure that students have a voice regarding DEI issues and engage in activities to advance sustainability knowledge, learning, and leadership. In April 2018, this event was held in collaboration with Evolve, a U-M student group that promotes sustainability discourse and action through large annual events.

- Student leaders/organizers planned the art show and created a platform for students to express their thoughts through the arts (e.g., painting, photographs and other media). In an effort to seek diverse perspectives on the issue of sustainability, the Student Sustainability Initiative (SSI) board solicited diverse submission of art through different schools and colleges across campus. Students submitted 30 pieces of art, representing the following schools and colleges, Environment and Sustainability, Social Work, Art and Design, Architecture and Urban Planning, Design Science, and Literature, Science, and the Arts. And, as incentive for submissions in the art show, gift card prizes to three participants in the form of a raffle were provided.
- The process of a raffle rather than judging the artwork submissions was avoided for two reasons; to avoid competition that is highly prevalent on campus and to support and respect everyone's ideas about visualizing sustainability.
- Based on the results of the 2017 report on Eco Equity, the student leader provided this highly creative and engaging opportunity for a broad group of students to express how they feel about sustainability and DEI.

### **Student Sustainability Initiative (SSI) Board & DEI**

The Graham Institute will continue to provide oversight and guidance for an SSI student leader to focus on DEI and sustainability, as long as Provost support for SSI continues. Funds not expended for the 2018 *Sustainability Art Showcase* will be expended through PBSIF grants. The SSI Board would like to foster a broadening definition of what sustainability means

currently in our world. Traditionally, sustainability is associated with environmentalism efforts, when in reality, sustainability can extend as far as human, economic, or even social impact. SSI expects the introduction of such a grant will allow students across all disciplines and backgrounds to approach sustainability through their own respective lenses, whether that may be through humanities, social science, arts, culture, etc.

If SSI receives proposals from applicants that do not centralize on sustainability themes, they will encourage applicants to integrate sustainability into proposals. SSI proposes to designate a \$6,500 for DEI and Social Sustainability small grants, offered on a rolling basis throughout the year. Students may apply for funds of up to \$1,000 for campus-oriented, collaborative, and impactful initiatives.

### **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.

### **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>). This effort continued through Learning Professional Development and evolved into a lifelong learning model for DEI. The Graham DEI Team Member contributed communications and outreach expertise to the cross-campus LPD-led team.

### **2018 DEI Planning Team:**

- Margaret Allan, Emerging Opportunities Program Officer
- Dietrich Bouma, Research Area Specialist
- John Callewaert, Emerging Opportunities Program Director

- Tami Dupie, Administrative Assistant Sr.
- Andrew Horning, Interim Director
- Karen Houghtaling, Business Manager (Lead)
- Kelly Jones, Planet Blue Ambassador Program Coordinator
- Elizabeth LaPorte, Education Program Manager
- Tansy Massey-Green, Student
- Akintunde Oluwadare, Student
- Carmencita Princen, Administrative Assistant Sr.
- Jongeun You, Student

**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:*
  - Graham staff meeting devoted to discussing the DEI strategic plan objectives, the year two report, and the year three plan (April 2018)
  - In-person planning team meetings to discuss strategic plan objectives, actions, successes, challenges, and year two implementation highlights. Contributions to the plan from team members made via Google docs and email
- *Sources of data:*
  - Graham Diversity Planning Team
  - Graham Institute Diversity Reports (2013-2016)
  - U-M Human Resources Information Services
  - U-M Registrar's Office
  - U-M Staff Climate Survey & Unit Level data results
  - Dow Fellows Program activities and student-led project reports
  - Graham Scholars Program activities and Environment 391 student project reports
  - Emerging Opportunities Program activities and faculty-led project reports
  - Water Center Program activities and research team project reports
- *Process used to analyze data:*
  - Reviewed, discussed, and summarized data
  - Reviewed and revised priority goals and actions
- *Action idea generation activities:*
  - Individual contributions among planning team and discussion among team about planning documents
- *Summary of engagement activities:*
  - Diversity team meets regularly
  - Various events and scholarly activities
  - SSI Board – DEI representative will continue
  - 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 a Graham Scholars (student) town hall, Graham staff input, Graham Diversity Planning Team input, and student input. Summary data from engagement activities reflects the overall scope of ideas presented, many of which were incorporated into this plan, as appropriate.

### ***Key Data & Documents:***

- Student-led Sustainability Art Showcase, SSI DEI Board Position, transition from Eco Equity Town Hall, summary (Appendix A)
- Diversity Essay and Comment Requirements (Appendix B)
- Graham Institute Action Planning Tables (Appendix C)
- Environment 391 Student Team report (Appendix D)
- Graham Diversity Team Planning documents
- U-M DEI guidelines and various documents posted on Graham's diversity website ([www.graham.umich.edu/diversity](http://www.graham.umich.edu/diversity))
- Global Impact Series – highlighting a number of student-led projects at the intersection of DEI and sustainability
- Research project examples highlighting projects at the intersection of DEI and sustainability.

### ***Trends***

- Continued interest among students to work with communities (internal and external to UM) 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***

- Ongoing diversity education for staff to improve the overall climate at the Institute and impact the interaction with colleagues across the university.
- 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 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).

The Graham Institute has a positive impact in raising awareness about and promoting engagement in, the intersection of sustainability and DEI 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\*

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: The Graham Institute did not identify any new action plans for year three but will continue with actions previously identified.***

### **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.

*FY19 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 DEI in their cover letters; and allow candidates a minimum of two weeks to apply to opportunities.
- Continue to leverage the U-M 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 DEI 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.

*FY19 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.
- Will not pursue this action in year three and beyond. 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. As Graham is relying on U-M unit-level data, it is not possible to gather data specific to staff professional development, because the U-M unit-level questionnaire is not designed to collect this level of detail.
- Continue to 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.

*FY19 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.
- Will not pursue this action in year three and beyond. Graham will continue to communicate the Conflict policy to staff and students but will not collect data about this policy. As Graham is relying on U-M unit-level data, it is not possible to gather data specific to the Conflict Resolution policy, because the U-M unit-level questionnaire is not designed to collect this level of detail.

*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.

*FY19 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 DEI (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. Due to resource constraints and privacy concerns, the Graham Institute will not conduct its own climate assessment.
- 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 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.

*FY19 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 (Appendix B).
- Continue to include the *Graham Institute DEI Statement* on all applications.
- Continue to support efforts of scholars to engage students in addressing the intersection of sustainability and diversity, equity and inclusion, dependent upon Provost support (proposed transition from Eco Equity event to SSI small grant initiative).
- Continue to review education program recruitment language annually to ensure it is inclusive of wide-ranging and diverse perspectives, related to sustainability.
- Continue to consider demographic information about students engaged in programs annually, as available from U-M resources, and add to data dashboard. No plans for report.

*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 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.

*FY19 Actions – the Graham Institute will:*

- Continue to include the *Graham Institute DEI Statement* on each student employment application; distribute information about open positions widely; request candidates share their views on DEI in their cover letters; and allow candidates a minimum of two weeks to apply to opportunities.
- Will not pursue this action in year three and beyond. Will not collect demographic information about student applicants – determined that this was not plausible given the decentralized nature of applications and recruitment methods.

*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.

*FY19 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.
- Will not conduct an annual student questionnaire to assess awareness about Graham’s commitment to conflict resolution. We will leverage U-M data only.

*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.

*FY19 Actions – the Graham Institute will:*

- Continue to include the *Graham Institute DEI 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.
- Continue to monitor climate within Graham and change over time and assess diverse representation (no plans to produce a summary report on this effort at this 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 DEI 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 DEI issues.

*FY19 Actions – the Graham Institute will:*

- Continue to create additional resources that highlight the intersection of DEI and sustainability through the Institute’s initiatives.
- 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.
- 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 (transition from Eco Equity to PBSIF grants, pending approval).
- Continue to include specific questions about assessing DEI as part of annual student program evaluations.
- Continue to leverage the U-M student climate questionnaire and review data from ODEI, as available to assess campus climate overall. Due to resource constraints and privacy concerns, the Graham Institute will not conduct its own climate assessment.

*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 DEI among faculty and staff engaged in educational programs.
- Discussions about DEI issues related to sustainability occur in formal institute programming.
- Development and availability of new sustainability curricula demonstrating best practices in addressing DEI issues.

*FY19 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.
- Continue to leverage the U-M questionnaire data, as available to assess campus climate overall. Due to resource constraints and privacy concerns, the Graham Institute will not conduct its own climate assessment.

*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.

*FY19 Actions – the Graham Institute will:*

- Continue to 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 the 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 DEI and sustainability.
- Continue to support student-initiated efforts to address issues of DEI as they relate to sustainability programs across campus.
- Continue to leverage U-M data, as available to assess campus climate overall. Due to resource constraints and privacy concerns, the Graham Institute will not conduct its own climate assessment.

*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 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

*FY19 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 leverage U-M data, as available to assess campus climate overall. Due to resource constraints and privacy concerns, the Graham Institute will not conduct its own climate assessment.

*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 DEI, are ADA accessible, and include images that are a reflection of our commitment to inclusivity.

*FY19 Actions – the Graham Institute will:*

- Continue to convey the Institute’s sustainability vision for the future by incorporating DEI into the Institute’s mission.
- 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 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.
- 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, that 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 leverage U-M data, as available to assess campus climate overall. Due to resource constraints and privacy concerns, the Graham Institute will not conduct its own climate assessment.

*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.

*FY19 Actions – the Graham Institute will:*

- Continue to convey the Institute’s sustainability vision for the future by incorporating DEI into the Institute’s mission.
- 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:**

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 (Appendix C).

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

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

- Mehjabeen Moulvi, Administrative Issues
- Elizabeth LaPorte, Education Program and general DEI Issues
- Dominique Abed, 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.