Graham Sustainability Institute

Diversity, Equity, and Inclusion Five-Year Strategic Plan | FY 2025 Action Items

Strategic Plan Overview

Selected text from President's Diversity, Equity & Inclusion Charge
"We must act with deliberateness and humility as we seek to respect and leverage diversity, ensure equity, and promote inclusion. We must examine and learn from the outcomes of our past efforts and work to improve them."

Goals: Diversity Equity & Inclusion
- 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.

Rationale
The Graham Sustainability Institute works toward a sustainable, just world where policy and practice are powered by science, collaboration, and creativity. Graham's mission is to mobilize the expertise and passion of scholars, partners, and decision-makers to work together and bring worldclass research to real-world sustainability challenges.

We are **purpose-driven**, knowing that society, the environment, and the economy must thrive together. We pursue this ambitious goal with unwavering focus and determination. We are **collaborative**, building interdisciplinary and cross-sector partnerships in search of well-informed

solutions. We are committed to sharing information, decision-making, and responsibility. We are **inclusive**, intentionally engaging diverse and representative perspectives because they are essential for just and equitable outcomes now and into the future. We are **science-based**. Positioned within one of the world's great public research institutions, we ensure that rigorous analysis provides the foundation of our work. We are **impactful**, fostering solutions that are practical, measurable, and widely applicable today while developing the sustainability leaders of tomorrow.

Graham supports engagement with a variety of organizations, the U-M campus community (students, faculty, staff), and external groups (alumni, partners, end-users) involved in sustainability efforts. Throughout Graham's programs, diverse collaborator perspectives are embedded in the process of engaging with partners and across many cultural, disciplinary, and sectoral boundaries.

Our work to engage, empower, and support faculty, staff, students, and partners to foster sustainability solutions includes working to ensure that each member of our community thrives. We believe that diversity is key to empowerment and the advancement of sustainability knowledge, learning, and leadership.

Key Strategies & Constituencies*:
The Graham Sustainability Institute recognizes that our staff members are our most important resource in carrying out our mission and they deserve a diverse, equitable, and inclusive workplace where everyone can thrive. To that end, we aim to support all staff in developing their talents, acquiring and using new skills, and, ultimately, achieving greater career effectiveness and satisfaction. By elevating the principles of diversity, equity, and inclusion in our staff recruitment and retention practices, we can help ensure that all staff members experience the benefits of working at Graham.

In addition, Graham Sustainability Institute collaborators (U-M students, faculty, staff, and alumni, as well as external partners and end-users) are an important constituency, as much of our work would not be possible without their partnership. Except where specified, this plan pertains to all Graham staff and collaborators.

Our DEI working group, supported by senior leadership, has identified a set of strategic objectives to further university-wide goals for DEI. These have been aggregated into the three distal objectives of People, Process and Products, as determined by the university. Each of these strategic objectives is accompanied by metrics that will be tracked over time, as well as descriptions of single- and, in some cases, multiple-year actions Graham will take to accomplish those objectives.

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

Implementation Highlights and Planning Process Used

Planning Leads:
- Drew Horning, Managing Director
- Mary Kay Phelps, Executive Secretary

FY23 Planning Team:
- Bridget Gruber, Education Programs Manager
- Alexandra Haddad, Strategic Communications Manager
- Kelly Jones, Sustainability Programs Manager

Implementation Highlights and Planning Process Summary:

Over the past year, we've refined our strategy through focused discussions, particularly at staff meetings and our annual retreat. Valuable input from our External Advisory Board helped shape our objectives, while the DEI working group engaged Graham staff and partners to understand priorities and ensure a comprehensive approach.

Grounded in data from the DEI 1.0 initiative, our strategy has been further shaped by feedback from student and faculty exit surveys and other qualitative and quantitative data. Ongoing discussions with the Office of Diversity, Equity, and Inclusion (ODEI) have also helped refine our DEI 2.0 strategy. As we plan for FY25, we've reviewed FY24 outcomes and made necessary adjustments for continued progress. Marie Ting, who has a deep understand of our work, has been invaluable in helping us think through metrics.

FY24 surveys indicate that students, faculty, staff, and partners feel welcome and supported by Graham. We've expanded opportunities for students to work with broadly diverse partners, and students consistently tell us that these rich, collaborative experiences with people from different perspectives have profoundly shaped their understanding of the importance of diversity, equity, and inclusion.

The Planet Blue Ambassador programs continue to grow across all three campuses, with Flint and Dearborn making steady progress toward equity with Ann Arbor. We've also established a pipeline for more assistant faculty and those from Flint and Dearborn to benefit from our programs, achieving a long-standing goal that will remain a priority.

We maintain our commitment to environmental justice as we work to ensure Michigan's most vulnerable populations are not disproportionately affected by environmental injustices. For example, the growth of our Center for Empowering Communities reflects increased awareness of the burdens placed on poor communities in the renewable energy transition, with a focus on bridging the urban-rural divide.

Our policy advocacy around water safety and security was particularly impactful in FY24, with Senator Stephanie Chang collaborating with our Water Center to address water shutoffs across the state, focusing on under resourced communities.

Looking ahead to FY25, we aim to increase diversity (broadly defined) in student and faculty participation, diversify the perspectives and experiences represented on our External Advisory Board, and collaborate with other non-academic units to amplify DEI efforts. We anticipate continued growth of the Planet Blue Ambassador program and look forward to the Sustainability Cultural Indicators Program survey, which will offer insights into the intersection of DEI and sustainability on campus.

We're proud to support our tribal partners in producing Michigan's first Wild Rice (Mnoomin) Stewardship Plan, launching in early 2025. Our work with non-academic stakeholders across Southeast Michigan is helping to steward Lake Erie and ensure equitable impacts from pollution. This year, we're also assisting four small communities that lack resources to advance sustainability, supported by a PitE class where students will undertake real-world projects within those communities.

Finally, we're eager to welcome U-M's inaugural vice provost for sustainability and climate action, Dr. Shalanda Baker, whose expertise in diversity, equity, inclusion, justice, and sustainability will inform our efforts to advance DEI at U-M and beyond.

As we close out DEI 1.0 and implement DEI 2.0, we're well-positioned to help advance diversity, equity, and inclusion at U-M and with our external partners, particularly through the lens of sustainability.

Data and Analysis: Key Findings

Summary of Data:
As a small unit, Graham was unable to utilize the data collected via U-M's climate surveys because it could not be disaggregated without compromising anonymity. Instead, we collected data through staff working sessions and surveys with qualitative input and feedback provided by our external advisors and partners. We have also collected data from staff as part of the annual review process. These data show that the bulk of Graham's DEI efforts involve engaging our internal and external partners.

Through strategy discussions with ODEI, we have decided to begin collecting demographic data on our program applicants and partners in FY24. Moving forward, this new information will inform our annual action items.

Finally, we have conducted extensive benchmarking of peer units and institutions, which has informed our strategy.

Key Findings, Themes, and Recommendations:

The Graham Sustainability Institute is a bridging organization that connects the University of Michigan's sustainability talent and resources with multi-sectoral collaborators for mutually beneficial outcomes. **The very nature of our work illuminates the intersectionality of DEI and sustainability.** As such, we must and do center DEI in our work.

At the outset and throughout our collaborative processes, we intentionally identify and include appropriate collaborators, seeking a wide range of perspectives—especially the perspectives of those most impacted by the work *(diversity)*.

We are mindful that equitable and reciprocal relationships are essential for progress toward greater sustainability, recognizing that every participant brings important perspectives based on their unique knowledge and lived experience *(equity)*.

We maintain sensitivity to the power dynamics that can arise in groups—including those from unconscious biases—and work to neutralize these dynamics *(inclusion)*.

 Finally, we share the information developed through this process actively and openly, recognizing the value of knowledge co-created with a diversity of partners *(diversity, equity, and inclusion)*.

These commitments form the basis of our DEI 2.0 strategic plan.

Strategic Objectives, Measures of Success and Action Plans*

Introduction:

The Graham Sustainability Institute plan covers our staff and collaborators (U-M students, faculty, staff, and alumni, as well as external partners and end-users). The plan will be carried out by Graham staff. The strategic objectives needed to further the university-wide goals of diversity, equity, and inclusion have been aggregated into the three distal objectives determined and defined by the university: People, Process, and Products. Each of these strategic objectives is accompanied by metrics that will be tracked over time, as well as descriptions of single- and multiple-year actions we will take to accomplish those objectives. For additional detail on assignments, timelines, and accountabilities, see the Action Planning Table.

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

PEOPLE (Recruit, Retain & Develop a Diverse Community)

Strategies and action items for **People** are designed to bolster and extend the work of all units by introducing effective programs and procedures aimed at recruiting, retaining, and supporting a diverse campus community. DEI-related recruitment and retention efforts across campus reflect the varied needs and goals of specific units and groups.

STUDENTS

Strategic Objective: Diversify student representation and participation in every aspect of our work.
Metrics: Greater demographic diversity among our students over time.
Y2 Actions:
- Use tactics found in Y1 to be effective to continue to increase demographic diversity of student cohorts.

Primary DEI Goal: Diversity

FACULTY

Strategic Objective: Diversify faculty representation and participation in every aspect of our work.
Metrics: Greater demographic diversity among our faculty partners over time.
Y2 Actions:
- Use tactics found in Y1 to be effective to continue to increase demographic diversity of faculty collaborators.

Primary DEI Goal: Diversity

STAFF

Strategic Objective 1: Increase the diversity of Graham staff (recruitment and selection).
Metrics: Composition of applicant pools and interview pools for open positions; confirmation of participation in required search committee trainings.
Y2 Actions:
- Continue to find and institutionalize new ways to reach broader, more diverse audiences for job postings.
- Ensure each search committee member has completed Organizational Learning's *Unconscious Bias in Recruiting and Hiring* training module within the past three years.
- Pull HR data related to both the applicant and the interview pools after each search is completed and, in a manner consistent with law, assess the diversity of the pools to inform future recruiting approaches.

Primary DEI Goal: Diversity

Strategic Objective 2: Promote staff professional development and career/title advancement (retention and advancement).
Metrics: Confirmation of completion of formal onboarding process, including DEI training component, for all new hires; update from leadership regarding title classification review.

Y2 Actions:
- Require that all new staff participate in some form of introductory DEI training, whether through Organizational Learning's *DEI: The Basics* or through another onboarding training, within the first month of their employment.
- Undertake, consistent with normal cadence for such review, reevaluation of job titles/categories, and consider promotion pathways within Graham.

Primary DEI Goal: Equity

EXTERNAL PARTNERS

Strategic Objective: Diversify external partner representation and participation in every aspect of our work.

Metrics: Greater demographic diversity among external partners over time.

Y2 Actions:
- Use tactics found in Y1 to be effective to continue to increase demographic diversity and diversity of perspectives/experiences of external partners: non-U-M project advisors and collaborators, external advisory board (EAB).
- Find ways to improve our tracking systems to learn more about the community partners with whom we engage.

Primary DEI Goal: Diversity

PROCESS (Create an Equitable and Inclusive Campus Climate)

Strategies and action items for **Process** are designed to support and strengthen the development of policies, procedures, and practices that create an inclusive and equitable campus climate and encourage a culture of belonging in which every member of our community can grow and thrive.

STAFF

Strategic Objective 1: Ensure that staff understand and feel free to report conflicts and concerns within Graham.

Metrics: Knowledge and satisfaction reflected in staff survey results.

Y2 Actions:
- Review and update the Graham Institute *Diversity, Non-Discrimination, and Conflict Resolution Policy and Procedure*.
- Distribute to staff and remind them of the policy 3X/year via the staff newsletter or staff meetings.

Primary DEI Goal: Equity

Strategic Objective 2: Work with Graham's chief development officer to identify if Graham has DEI fundraising priority/ies (e.g., gift funds established specifically to address Graham's DEI priorities).

Metrics: Fundraising activity toward DEI objectives.

Y2 Actions:
- Graham's director, chief development officer, and DEI lead meet biannually to discuss DEI funding needs and priorities.
- Report on the priority gift fund name, fundraising goal, and potential impact of securing this funding.
- Share if Graham foresees fundraising priority/ies shifting with the upcoming comprehensive fundraising campaign.

Primary DEI Goal: Inclusion

Strategic Objective 3: Work consistently to improve the culture and climate for Graham staff.
Metrics: Greater staff satisfaction as reflected in staff survey results.
Y2 Actions:
- Foster a vibrant, safe, and positive workplace that allows staff to feel valued, thrive, and connect their work and personal purpose every day.
- Create an engaging, high-performance, inclusive work environment.
- Administer an annual staff survey to measure success in these areas.
- Use findings to plan for Y3.

Primary DEI Goal: Inclusion

Strategic Objective 4: Equip staff with the skills and confidence to expertly navigate challenging situations and discussions with compassion, integrity, courage, trust, and empathy.
Metrics: Improvement in staff DEI skills as measured by staff survey results.
Y2 Actions:
- Offer DEI learning opportunities to staff on a regular basis (e.g., monthly).
- Leverage opportunities offered by other units.
- Strongly encourage staff to participate in one or more trainings each year.

Primary DEI Goal: Inclusion

STUDENTS

Strategic Objective 1: Co-create programming with students that reflects their needs and priorities.
Metrics: Greater student satisfaction as reflected in assessment results.
Y2 Actions:
- Administer program assessments to students.
- Compare Y2 assessment results with Y1 assessment results.
- Use findings to plan for Y3.

Primary DEI Goal: Equity

Strategic Objective 2: Illuminate the intersectionality of DEI and sustainability for students.
Metrics: Greater-than-average understanding and/or improvement in understanding of this intersectionality over time of engagement with Graham.
Y2 Actions:
- Use Sustainability Cultural Indicators Program (SCIP) survey results when available.

- Conduct pre- and post-assessments with program participants (may be stand-alone or part of general entrance and exit surveys).

Primary DEI Goal: Inclusion

Strategic Objective 3: Work toward tailoring and offering Graham's student programs to all U-M campuses.

Metrics: More participation from Flint and Dearborn students.

Y2 Actions:
- Use tactics found in Y1 to be effective to increase Flint and Dearborn student participation in Graham's programs.

Primary DEI Goal: Equity

FACULTY

Strategic Objective 1: Co-create programming with faculty that reflects their needs and priorities.

Metrics: Greater faculty satisfaction as reflected in assessment results.

Y2 Actions:
- Administer project assessments.
- Use tactics found in Y1 to be effective to continue to increase faculty satisfaction with Graham programming.

Primary DEI Goal: Equity

Strategic Objective 2: Illuminate the intersectionality of DEI and sustainability for U-M faculty.

Metrics: Greater-than-average understanding and/or improvement in understanding of this intersectionality over time of engagement with Graham.

Y2 Actions:
- Use Sustainability Cultural Indicators Program (SCIP) survey results when available.
- Conduct pre- and post-assessments with program participants (may be stand-alone or part of general entrance and exit surveys).

Primary DEI Goal: Inclusion

Strategic Objective 3: Work toward tailoring and offering Graham's faculty programs to all U-M campuses.

Metrics: More participation from Flint and Dearborn faculty.

Y2 Actions:
- Use tactics found in Y1 to be effective to continue to increase Flint and Dearborn faculty participation in Graham's programs.

Primary DEI Goal: Equity

U-M STAFF EXTERNAL TO GRAHAM

Strategic Objective: Illuminate the intersectionality of DEI and sustainability for U-M staff external to Graham.

Metrics: Greater-than-average understanding and/or improvement in understanding of this intersectionality over time of engagement with Graham.

Y2 Actions:

- Use Sustainability Cultural Indicators Program (SCIP) survey results when available.
- Conduct pre- and post-assessments with program participants (may be stand-alone or part of general entrance and exit surveys).

Primary DEI Goal: Inclusion

EXTERNAL PARTNERS

Strategic Objective: Co-create programming with external partners that reflects their needs and priorities.

Metrics: Greater external partner satisfaction as reflected in assessment results.

Y2 Actions:

- Administer project assessments.
- Use tactics found in Y1 to be effective to continue to increase external partner satisfaction with Graham's programs.

Primary DEI Goal: Equity

COMMUNITIES

Strategic Objective: Pursue engagement that serves disproportionately burdened communities.

Metrics: Significant work in disproportionately burdened communities as indicated by average household income.

Y2 Actions:

- Use publicly available community-level demographic data to ensure that a critical mass of Graham's active projects serve communities with below average household income.
- Identify other ways to measure Graham's impact on socio-economically disadvantaged communities.

Primary DEI Goal: Equity

PRODUCTS (Support Innovative and Inclusive Teaching, Research, and Service)

Strategies and action items for **Products** are designed to integrate DEI solutions into our educational program offerings and teaching methodology, and to ensure scholarly research on diversity, equity and inclusion, and the scholars who produce it, are valued and supported.

FACULTY

Strategic Objective: Make products accessible, resonant and useful for faculty.

Metrics: Significant demographic diversity in use of and high levels of satisfaction with products.

Y2 Actions:

- Include access questions in program assessments.

- Benchmark in Y2.

Primary DEI Goal: Equity

EXTERNAL PARTNERS

Strategic Objective: Make products accessible, resonant, and useful for external partners.

Metrics: Significant demographic diversity in use of and high levels of satisfaction with products.

Y2 Actions:
- Collect qualitative and quantitative data internally and from partners on how products have been used and disseminated.
- Use findings to enhance products in Y3.

Primary DEI Goal: Equity

GENERAL PUBLIC

Strategic Objective 1: Distribute products to maximize impact.

Metrics: Products reach beyond immediate collaborators to new end-users and communities.

Y2 Actions:
- Distribute broadly applicable products to new audiences via social media campaigns.
- Track clicks and downloads.
- Use findings to plan for Y3.

Primary DEI Goal: Inclusion

Strategic Objective 2: Influence sustainability policy and practice toward greater justice and equity.

Metrics: Creation and distribution of policy briefs, op-eds, and other products designed to influence policy and practice.

Y2 Actions:
- Use learnings from Y1 to institutionalize this practice in Y2.

Primary DEI Goal: Equity

Goal-Related Metrics – Graham Measures to be Tracked Over Time

Undergraduate Students
- Demographic Composition:
  - Headcount

Graduate Students
- Demographic Composition:
  - Headcount
- Enrollment:
  - Student class level (Graduate-Masters/Doctoral/Professional)

Staff

- Demographic Composition: ○ Headcount ○ Race/ethnicity ○ Sex
    - ○ Age (Generation cohort)
- Climate Survey Indicators (sample indicators listed below):
    - ○ Satisfaction with unit climate/environment in work unit ○ Assessment of semantic aspects of the general climate in work unit ○ Assessment of semantic aspects of the DEI climate in work unit ○ Feeling valued in work unit ○ Feeling of belongingness in work unit ○ Assessment of work unit commitment to diversity, equity, and inclusion ○ Perceptions of equal opportunity for success in work unit ○ Feeling able to perform up to full potential in work unit ○ Feelings of professional growth in work unit ○ Feelings of discrimination in work unit

Faculty

- Demographic Composition: ○ Headcount
    - ○ Tenure status

Action Planning Tables with Details and Accountabilities

PEOPLE *(Recruitment, Retention & Development)*

Key Constituency	Strategic Objective	Associated Metrics	Detailed Action Plan (<u>measurable</u>, specific)	Group/person accountable
Students	Diversify student representation and participation in every aspect of our work.	Greater demographic diversity among our students over time.	• Use tactics found in Y1 to be effective to continue to increase demographic diversity of student cohorts.	Education and community program managers
Faculty	Diversify faculty representation and participation in every aspect of our work.	Greater demographic diversity among our faculty partners over time.	• Use tactics found in Y1 to be effective to continue to increase demographic diversity of faculty collaborators.	Faculty program managers
Staff	Increase the diversity of Graham staff (recruitment and selection). .	Composition of applicant pools and interview pools for open positions; confirmation of participation in required search committee trainings. Greater demographic diversity among our staff over time.	• Continue to find and institutionalize new ways to reach broader, more diverse audiences for job postings. • Ensure each search committee member has completed Organizational Learning's *Unconscious Bias in Recruiting and Hiring* within the past three years.	Institute leadership, hiring managers, human resources

			• Pull HR data related to both the applicant and the interview pools after each search is completed, and in a manner consistent with law, assess the diversity of the pools to inform future recruiting practices.	
Staff	Promote staff professional development and career/title advancement (retention and advancement).	Confirmation of completion of formal onboarding process, including DEI training component, for all new hires; update from leadership regarding title classification review.	• Require that all new staff participate in some form of introductory DEI training, whether through Organizational Learning's *DEI: The Basics* or through another onboarding training, within the first month of their employment. • Undertake, consistent with normal cadence for such review, reevaluation of job titles/categories, and consider promotion pathways within Graham.	Institute leadership, hiring managers, human resources
External Partners	Diversify partner representation and participation in every aspect of our work.	Greater demographic diversity among external partners over time.	• Use tactics found in Y1 to be effective to continue to increase demographic diversity and diversity of perspectives/experiences of external partners: non-U-M project advisors and collaborators, external advisory board (EAB). • Find ways to improve our tracking systems to learn more about the community partners with whom we engage.	Program Managers

PROCESS *(Promoting & Equitable & Inclusive Community)*

Key Constituency	Strategic Objective	Associated Metrics	Detailed Action Plan (<u>measurable</u>, specific)	Group/person accountable
Staff	Ensure that staff understand and feel free to report conflicts and concerns within Graham.	Knowledge and satisfaction reflected in staff survey results.	• Review and update the Graham Institute Diversity, Non-Discrimination, and Conflict Resolution Policy and Procedure. • Distribute to staff and remind them of the policy 3X/year via the staff newsletter or staff meetings.	Institute leadership, supervisors, DEI lead
Staff	Work with Graham's chief development officer to identify if Graham has DEI fundraising priority/ies (e.g., gift funds established specifically to address Graham's DEI priorities).	Fundraising activity toward DEI objectives.	• Graham's director, chief development officer, and DEI lead meet biannually to discuss DEI funding needs and priorities. • Report on the priority gift fund name, fundraising goal, and potential impact of securing this funding. • Share if Graham foresees fundraising priority/ies shifting with the upcoming comprehensive fundraising campaign.	Institute leadership, CDO, DEI lead
Staff	Work consistently to improve the culture and climate for Graham staff.	Greater staff satisfaction as reflected in staff survey results	• Foster a vibrant, safe, and positive workplace that allows staff to feel valued, thrive, and connect their work and personal purpose every day. • Create an engaging, high-performance, inclusive work environment. • Administer an annual staff survey to measure success in these areas. • Use findings to plan for Y3.	Institute leadership, DEI lead + all staff must do their part
Staff	Equip staff with the skills and confidence to expertly navigate challenging situations and discussions with compassion, integrity, courage, trust, and empathy.	Improvement in staff DEI skills as measured by staff survey results.	• Offer DEI learning opportunities to staff on a regular basis (e.g., monthly). • Leverage opportunities offered by other units. • Strongly encourage staff to participate in one or more trainings each year.	Institute leadership, supervisors, DEI lead

Students	Co-create programming with students that reflects their needs and priorities.	Greater student satisfaction as reflected in assessment results.	• Administer program assessments to students. • Compare Y2 assessments results with Y1 assessment results. • Use findings to plan for Y3.	Education and community program managers
Students	Illuminate the intersectionality of DEI and sustainability for students.	Greater-than average understanding and/or improvement in understanding of this intersectionality over time of engagement with Graham.	• Use Sustainability Cultural Indicators Program (SCIP) survey results when available. • Conduct pre- and post-assessments with program participants (may be stand-alone or part of general entrance and exit surveys).	Education and community program managers
Students	Work toward tailoring and offering Graham's student programs to all U-M campuses.	More participation from Flint and Dearborn students.	• Use tactics found in Y1 to be effective to increase Flint and Dearborn student participation in Graham's programs.	Education and community program managers
Faculty	Co-create programming with faculty that reflects their needs and priorities.	Greater faculty satisfaction as reflected in assessment results.	• Administer project assessments. • Use tactics found in Y1 to be effective to continue to increase faculty satisfaction with Graham programming.	Faculty program managers
Faculty	Illuminate the intersectionality of DEI and sustainability for UM faculty.	Greater-than average understanding and/or improvement in understanding of this intersectionality over time of engagement with Graham.	• Use Sustainability Cultural Indicators Program (SCIP) survey results when available. • Conduct pre- and post-assessments with program participants (may be stand-alone or part of general entrance and exit surveys).	Faculty program managers
Faculty	Work toward tailoring and offering Graham's faculty programs to all U-M campuses.	More participation from Flint and Dearborn faculty.	• Use tactics found in Y1 to be effective to continue to increase Flint and Dearborn faculty participation in Graham's programs.	Faculty program managers
U-M staff external to Graham	Illuminate the intersectionality of DEI and sustainability for UM staff external to Graham.	Greater-than average understanding and/or improvement in understanding of this intersectionality over time of engagement with Graham.	• Use Sustainability Cultural Indicators Program (SCIP) survey results when available. • Conduct pre- and post-assessments with program participants (may be stand-alone or part of general entrance and exit surveys).	Community program managers, institute leadership, communications team

External partners	Co-create programming with external partners that reflects their needs and priorities.	Greater external partner satisfaction as reflected in assessment results.	• Administer project assessments. • Use tactics found in Y1 to be effective to continue to increase external partner satisfaction with Graham's programs.	Program managers and directors
Communities	Pursue engagement that serves disproportionately burdened communities.	Significant work in disproportionately burdened communities as indicated by average household income.	• Use publicly available community-level demographic data to ensure that a critical mass of Graham's active projects serve communities with below average household income. • Identify other ways to measure Graham's impact on socio-economically disadvantaged communities.	Program managers and directors

PRODUCTS *(Education, Scholarship & Service)*

Key Constituency	Strategic Objective	Associated Metrics	Detailed Action Plan (<u>measurable</u>, specific)	Group/person accountable
Faculty	Make products accessible, resonant, and useful for faculty.	Significant demographic diversity among collaborators involved in product creation and high levels of collaborator satisfaction with products.	• Include access questions in program assessments. • Benchmark in Y2.	Program managers and communications
External partners	Make products accessible, resonant, and useful for external partners.	Significant demographic diversity among collaborators involved in product creation and high levels of collaborator satisfaction with products.	• Collect qualitative and quantitative data internally and from partners on how products have been used and disseminated. • Use findings to enhance products in Y3.	Program managers and communications
General public	Distribute products to maximize impact.	Products reach beyond immediate collaborators to new end-users and communities.	• Distribute broadly applicable products to new audiences via social media campaigns. • Track clicks and downloads. • Use findings to plan for Y3.	Program managers and communications
General public	Influence sustainability policy and practice toward greater justice and equity.	Creation and distribution of policy briefs, op-eds, and other products designed to influence policy and practice.	• Use learnings from Y1 to institutionalize this practice in Y2.	Program managers and communications

Plans for Supporting, Tracking and Updating the Strategic Plan

Graham's Diversity, Equity and Inclusion liaison is the key contact for stewardship of the plan. She/he/they will be assisted by the DEI working group and Graham staff in tracking and supporting the plan implementation. The DEI working group will conduct an annual review of the plan with all relevant constituencies and gather feedback and additional ideas to be implemented throughout the year.