



Matthaei Botanical Gardens and Nichols Arboretum

Diversity, Equity and Inclusion Strategic Plan Five-Year Strategic Objectives, Measures and FY21 Actions

I. Diversity Equity and Inclusion Strategic Plan: Overview

Goals: Diversity, Equity and 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 mission of Matthaei Botanical Gardens & Nichols Arboretum is: “Promote environmental enjoyment, stewardship, and sustainability through education, research, and interaction with the natural world.” We are a center for rich and diverse nature- based experiences for U-M students, U-M faculty, K-12 students and the public. We are a service unit to the University of Michigan, offering a place where students and faculty can conduct research, take classes or engage in formal and informal field-based learning. We are a place of respite for the University and the community in which it resides.

Diversity is one of several guiding principles identified by Matthaei-Nichols’s key stakeholders during our strategic planning in January of 2015, prior to the University’s DE&I initiative. We believe that diversity creates a richer, healthier and more resilient community, whether it is an ecological community or a community of people. Our current strategic plan includes four transformative goals, which incorporate diversity, equity and inclusion are at the heart of our operation. Our four transformative goals are:



1. We will be the center for environmental field-based learning at the University
2. We will be a model for integrating landscapes and programs that inspire people to cherish the natural world and live sustainably.
3. We will reflect and fully engage the diverse population of SE Michigan and the University of Michigan through our people, programs and landscapes.
4. We will develop and sustain the financial, human and infrastructure resources to meet our aspirations.

Within the transformative goal of engaging the diverse population of SE Michigan and U-M, our priorities are:

1. Strengthen our organizational culture's emphasis on diversity, equity and inclusion;
2. Actively identify and remove barriers for participation and engagement; and
3. Increase relevancy of our mission to U-M and its community through outreach and engagement.

These priorities dovetail with the planning domains and key strategies put forward by President Schlissel, and at the same time speak to our mission as both a bridge to the broader community and a service unit to the University of Michigan.

II. Planning Process Used

Planning Leads

Maricela Avalos, Data & GIS Specialist and Liz Glynn, Youth Education Coordinator

Planning Team

Maricela Avalos, Liz Glynn, Bob Grese (Director), David Betz (Interim Director, Chief Administrative Officer)

Planning Process Summary

- **Process used to collect data,**
 - Strategic Plan action items and DEI engagement goals are part of yearly reviews with all staff. Supervisors support staff to complete relevant action item responsibilities and check in regarding participation in DEI related workshops, training and events..
 - Strategic Plan Action Planning Tables were distributed in May 2020, in advance of the Y4 DEI report. Director's Advisory group members encouraged team members to update planning tables and action items and provide progress reports.
 - Workshops, brown bag discussions and staff meetings with a DEI focus were tracked through calendars.



- DEI co-leads reached out to individuals and sent a survey to all staff for input on highlights, implementation challenges and systems that led to success.
- Discussions with relevant staff leads including Director Bob Grese and Interim Director David Betz throughout the reporting period provided information about reports, events, activities and other data relevant to DEI initiatives.
- **Sources of data**
 - Surveys:
 - Climate survey conducted by UM Organizational Learning.
 - Informal survey sent to all staff requesting feedback on highlights, implementation challenges and success.
 - Annual reports with engagement data from different team members are used to inform and plan for future goal setting..
 - Committee reports provide information about outreach and facilities accessibility.

- **Action idea generation activities**

Events and meetings throughout the year generate ideas to meet goals for the four domains of DEI. Some examples of these events include:

- During the 3rd quarter of FY19 a SWOT analysis was conducted with Catherine Lilly. The results of this analysis continue to help guide our DEI workplace goals.
- Brown bag discussions about engagement with the University and broader community.
- DEI committee meets to generate ideas for developing staff DEI skills, awareness and action,
- All staff and team meetings generate small group discussions relevant to DEI issues and DEI training feedback..
- Volunteer planning meetings with Volunteer coordinator and staff leads to develop DEI related skills and expectation for volunteers.
- Directors Advisory Committee (DAC) meetings. The DAC is comprised of staff leads in the six focus areas; Field Services, Visitor Engagement & Education, Academics, Research and Curation, Development, Campus Farm
- Focus groups with student interns generate feedback about the internship experience and opportunities for engagement.
- Vision Leaders group. Our Vision Leaders group has changed over time from ‘friends’ to advisory and a campaign committee. During this year of transition in leadership, discussions have emerged to make this group more diverse, engaging, guiding and representative of thought leaders, donors, community stakeholders and students.



• **Summary of engagement activities**

- Doris Duke Conservation Scholars
 - This ongoing collaborative engagement with DDCS and SEAS is an example of our significant and valued relationships with other units at UM and is part of our goal of creating an inclusive and equitable environment reflective of the UM and SE Michigan community. Erika produced a [web mapping application](#) and [story map](#) focused on the "Big Trees of the Arb", which are both fully accessible through our open data GIS hub and ArcGIS Online. These GIS products allow visitors to learn about the trees of Nichols Arboretum both virtually using the story map or in person as a self-guided tour using the web mapping application.
- Working Well With Others
 - This workshop, in collaboration with Organizational Learning, provided insight to workplace climate, permissive environments and group identified values. Staff were divided randomly into small groups for discussion and sharing about respect and inclusion in the workplace.
 - Follow up meetings and workshops were planned, but were placed on hold due to COVID-19 shutdown, voluntary furloughs and voluntary reduction in staff appointments. We intend to resume this important discussion in the Fall and develop action items to promote inclusion and reduce gender harassment in the workplace.
- Washtenaw County United Way Equity Challenge
 - Staff and student staff were invited to participate in the Equity Challenge hosted through Washtenaw County United Way. Daily prompts encouraged self-reflection and equity muscle building. Staff and students were invited to weekly brown bag meetings to discuss reflections on the challenge and prompts. These weekly discussion groups helped develop skills in understanding and discussing the impacts of racism.
 - An extension for all participants of the Equity Challenge was an Equity Summit with local anti-racism leaders, where participants took part in action oriented round table discussions.
- MLK Symposium Keynote (webcast)
 - All staff were invited to join the group viewing, either remotely or in-person and a large number of staff participated. Staff identified this as one of the DEI highlights in the past year. This shared



- experience allowed people to have small informal discussions after the symposiums webcast to discuss Angela Davis' message.
- Video and discussion around the Saline Highschool school board racism incident.
 - A series of racist incidents at Saline High School, including racist outbursts at a school board meeting prompted several staff members to create a brown bag viewing and discussion. Staff viewed the video and discussed their feelings about the events and racism in the community.
 - Inclusive Leadership
 - All staff were invited to this training workshop presented by Student Life Campus Involvement staff member Candace Tulacz. This workshop also informed a second workshop for staff who supervise interns on inclusive leadership which encourages participation and collaboration.
 - Intern supervisor training in February 2020 also included a workshop on Inclusive Leadership and Engaged Learning. This workshop provided training and resources for staff to ensure an inclusive environment for students.
 - Internal reporting tool
 - In FY19 an internal reporting tool was developed and updated in FY20 to encourage staff feedback and anonymous reporting regarding DEI and climate related concerns and complaints. Reports are received by the Director, Chief Administrative Officer, HR representative and DEI co-leads.
 - Mission related group presentations
 - Various MBGNA mission related groups give talks and presentations on a number of topics. Mission related group events are open to the public and publicized broadly to engage the surrounding community, including UM students, staff and faculty.

III. Data and Analysis: Key Findings

Summary of Data

Key Findings

With the support of leadership, the DEI committee and actively engaged staff strive to include DEI at the core of all that we do at Matthaei-Nichols. During Y4 we utilized feedback from



staff, students, Vision leaders and volunteers to inform action plans that meet DEI strategic goals and to provide suggestions for additional action plans.

Constituents that engage with MBGNA include the UM community as well as members of the broader SE Michigan community, national and international visitors and scholars. Our sites are open to the public and draw a diverse visitorship including UM students, staff, faculty and family members as well as friends of those individuals. Our sites also draw members of senior living centers, staff and clients from rehabilitation and care centers serving adults with cognitive, mental and physical disabilities, AAPS adult ESL students and staff, Parent and tot groups, K-12 school groups and families from throughout SE Michigan who participate in programs.

Inclusive & Equitable Climate:

- To ensure pay equity, we updated our compensation policy to define the parameters of Market Value based wages. This includes adjustments to our student pay rates to be adjusted for the school year and summer intern hires. However, due to the University hiring freeze and merit pay suspensions for FY21, there will be no market adjustments to staff pay. New hire rates will be reviewed when the freeze is lifted.
- We completed a plan to raise the minimum hourly rate for summer interns to improve recruitment to a broader range of students from diverse economic backgrounds. Due to the suspension of the intern program due to COVID-19 we did not hire students, nor implement this plan.
- Feedback from visitors informs our need for improved accessibility on trails. We continue to integrate accessibility improvements into planning and budgets. This year, in an effort to improve the accessibility of our trails and other parts of our facilities, we sought multiple funding sources for improvements that would allow more people with disabilities to enjoy the trails.
- The MBGNA internal reporting tool proved valuable as a means of identifying DEI related issues that do not lead to policy violations. Based on one report we worked with Organizational Learning to provide insight to workplace satisfaction, psychological safety and civility and inform a path forward to create accountability and signal unit values of inclusion.
- This past year we saw a 10% increase on our visitation to Matthaei Botanical Gardens to just over 180,000 visitors, drawing from the University, SE Michigan, statewide and international community.
- Our staff, students and volunteers are committed to diversity, equity and inclusion and represent a broad range of diversity in gender, LGBTQ, age and socio-economic status.



Recruitment, Retention and Success:

- Discussion groups attended by student interns, our Director and Intern coordinators provided insight to student perspective.
- In response to staff surveys, we conducted a compensation review. The updated policy and implementation provides more equitable pay for staff and students. This change supports both student and community applicants from economically diverse groups.
- Review of best practices and collaboration with UM HR provided insight toward permissible approaches to hiring and retention to increase the diversity of our staff and interns

Education and Scholarship

- Continued engagement with Wolverine Pathways strengthened our program planning for the summer of 2020 and informed ideas about other ways MBGNA might engage with more College preparedness groups, such as a planned program with the Detroit Public Schools NAF Future Ready Scholars.
- [The Heritage Seeds](#) project initiated in 2017 began formal relationship-building of the MBGNA with Tribal leaders in the context of a history of challenging interactions with other units of the University. Based on the trust built by years of work by the NAGPRA Office in UM Office of Research and the Office of the Counsel General and the initial success of Heritage Seeds, the MBGNA partnering is now (2019-2020) much deeper with Tribal, University and other regional stakeholders. The initiative has grown to be the Indigenous Collaborative Garden at the MBGNA. Tribal partners include the state-wide Michigan Anishinaabek Cultural Preservation and Repatriation Alliance (MACPRA) and individuals from at least half of the state's Tribes represented there, as well as representatives from Bkejwanong (Walpole Island First Nation - Ontario), and the Intertribal Agricultural Council (Wisconsin regional office - Oneida regional representative) which has structural ties to the USDA. On the University side, the Indigenous Collaborative Garden works with the NAGPRA Office, UM Museum of Anthropological Archaeology, and engages faculty/students in American Culture, Anthropology, SEAS, as well as the Office of the Counsel General (for a MOU in progress with MACPRA). Just before COVID 19 refocused work, the Graham Sustainability Institute (which funded the key step that began the Heritage Seeds project) funded a \$10K Catalyst Grant on Mnomen (wild rice) restoration assessment at down-state MBGNA and SEAS properties. This has nearly 20 Tribal/wild rice partners from both peninsulas of Michigan, as well as the formal leadership roles of the two Tribal faculty elsewhere in the state. Due to COVID 19 rescheduling, initial reporting will be next year. Details at: <http://graham.umich.edu/activity/46772>
- David Michener was awarded a Carol Hollenshead Inspire Award for Excellence in Promoting Equity and Social Change (2019): details & talk link at



<http://www.cew.umich.edu/carol-hollenshead-award/>

- David Michener presented at the January (2020) monthly lecture at the School of Dentistry sponsored by their Multicultural Affairs Committee.

Service:

- Over the past year, we hosted over 21 different exhibits and events either on our own or in partnership with University or community partners.
- We continue to host talks and other events open to the public by a variety of mission related community organizations. This past year we saw a 10% increase on our visitation to Matthaei Botanical Gardens to just over 180,000 visitors. Visitors from Matthaei represent a broad spectrum of the local, state, national and international community.
- Last year, 82 UM units held retreats, receptions and workshops at our facilities, creating a welcoming atmosphere for a diverse group of people. We anticipated a similar number this year prior to the shutdown due to COVID. Examples of groups who were scheduled for a retreat or event, but had to cancel due to COVID include:
 - UM Native American Graduation Dinner (May)
 - Catching Your Breath UM MADC (March - August)
 - Peony Blossoms and Pure Melodies Concert (International Neighbors of Ann Arbor Choir)
 - Bonsai Show & Sale
- Relationship building with science coordinators and other teachers working in local Title One Schools resulted in an increase in the number of students from diverse backgrounds visiting Matthaei for field trips and programs. Over 60% of K-12 field trips engage students from Title One Schools. We also continue to work with Wolverine Pathways to provide nature based education for rising 8th graders.
- We continue to partner with Ann Arbor township to extend the recreational, multi-use connector trail, which connects the UM to Matthaei and will extend beyond. We also work with stakeholders on grant-funded projects such as with the Michigan Department of *Environment, Great Lakes and Energy* (EGLE) to reduce the amount of storm water runoff, sediment, soil erosion and phosphorus entering the middle Huron River through School Girl's Glen in Nichols Arboretum.
- Local colleges and Universities including Eastern Michigan University, Michigan State University, Concordia College and Oakland Community College, Washtenaw Community College, utilize our sites for research and field based learning,

Themes

Strengths:



- We are a unit that is deeply engaged with the University, local, national and international collaborators, K-12 educational community and other community members. We are committed to values celebrating diversity, seeking equity, justice and inclusion for all people.
- Robust programs and funding to support Title One school field trips provides access to Matthaei for a diverse group of students and the accompanying adults.
- We are actively working to ensure that interpretation of our collections, maps, brochures and our website are accessible to a wide range of users.
- We recognize the public health value of access to nature for all people. We routinely host efforts, such as ‘Catching Your Breath’ organized by the Michigan Alzheimer's Disease Center which provides relief and support for caregivers. We are exploring collaboration with CAPS to identify and map spaces for respite and we continue to update maps that identify accessible walking routes.
- Our programs, gardens and spaces are highly valued by the University community and the general public. Students, faculty and staff utilize our sites for classes, retreats and enjoyment. The broader community, drawing from SE Michigan and across the state, enjoys our sites, participates in events and values the Gardens and Arb.
- We are committed to a diverse, equitable and inclusive climate and have taken measures to ensure that staff and volunteers are aware of and are committed to inclusion in a field (horticulture and research) which has historically discriminated against women. An example of this is the priority to renovate our single-sex locker room, built when the field staff at the botanical gardens were all male. In today's era when attention to diversity, equity and inclusion on campus is emphasized, this locker room constantly reminded staff and volunteers of an earlier era of discrimination.
- We actively seek and respect input from students, faculty, staff, volunteers and community leaders to develop strong programs, outreach to underrepresented youth, opportunities for engagement, and service to the University and the diverse surrounding community.
- We have established processes to mitigate unconscious bias in hiring and in student awards. We continue to seek avenues to ensure advertising of these awards reaches a diverse audience and makes all feel welcome to apply.

Weaknesses:

- The lack of University or city buses serving the Botanical Gardens continues to result in a disadvantage limiting participation in many of our events, workdays, lectures and presentations - as well as the opportunity to enjoy the respite Matthaei offers. Last year, we made significant progress towards securing an agreement between the University and Lyft to start a pilot transportation program that would provide rides for students to the Botanical Gardens at no cost to the students. This contract remains under review with UM Procurement, and we look forward to resolution.



- Lack of reliable public transportation or funding for transportation for K-12 school field trips and college-ready youth limits engagement with underrepresented youth from Ypsilanti, Detroit and the greater metropolitan area. Teachers from Ypsilanti and Detroit school systems have inquired about field trips, but due to lack of reliable transportation are unable to take part in environmental education at Matthaei. During the summer months, youth participating in on-campus programs lack transportation from central campus to Matthaei resulting in lost opportunities for engagement with youth who are participating in UM residential programs.
- Lack of racial diversity of staff and gender diversity in leadership positions continues to be an area for improvement. We believe action steps to broaden advertising and posting of positions will yield more diverse applicants for future positions. Mentoring and professional development for all staff will also yield more diversity in leadership positions.

Key Recommendations:

Continue to make progress toward our long-term vision of increasing the diversity of Matthaei-Nichols staff, interns, volunteers and visitors by putting DEI at the center of our recruitment hiring and retention practices.

- Job description language and preferences for staff with advanced degrees may reduce the diversity of applicants for positions. Explore job description language to value life experience which may attract applicants from diverse backgrounds. Explore and utilize resources at UM that inform our application and review process.
- Lower than fair market wages for staff reduce employment options for many people who might otherwise apply. Look for opportunities to increase pay when wage and hiring freezes are lifted.
- Increase diverse hiring recruitment by actively pursuing relationships and connections with student groups that represent the full breadth of diversity of the student population.

Develop regular staff professional skills and leadership potential and look for opportunities to increase diversity in leadership potential. Low diversity on our leadership team and staff results in a lack of diverse lived experiences and representative voices in the broader community that help down institutionalized barriers.

- Value lived experiences and diverse voices. Continue to provide opportunities for staff to participate in committees and support professional development.
- Supervisors work with supervisees to build professional skills and mentor staff who



aspire to leadership opportunities. During check ins and annual review processes, staff should be made aware of resources for professional development.

Continue to pursue transportation options that allow students to participate in events, workstudy jobs, internships, research opportunities and enjoyment at Matthaei.

- Significant progress has been made to reach an agreement for student transportation to and from the Gardens and campus but has been stalled due to the restrictions placed by COVID-19.

Continue to develop relationships and collaborations with a wide range of stakeholders to build diverse, equitable and inclusive programs and projects.

- New and innovative outreach and collaboration to student groups with diversity-related missions and to faculty with DEI-related research, teaching, or service, are needed to increase engagement.
- Continue to research opportunities for collaboration and partnerships with multiple, diverse stakeholders.

IV. Strategic Objectives, Measures of Success and Action Plans

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

IV. A. Recruitment, Retention and Development

Regular Staff, student and volunteer staff

Five-Year Strategic Objective 1:

Make progress toward our long-term vision of broad diversity in staff, interns and visitors at Matthaei-Nichols by placing DEI at the center of our recruitment, hiring and retention practices.

Measures of Success:

- Students, regular and volunteer staff and visitors will be broadly diverse.
- Diverse visitors including youth will see themselves reflected in staff and will develop relationships with the UM.
- Equitable pay policy draws more diverse applicants.

FY21 Actions:

- **Continue to advertise all staff positions broadly to encourage a diverse pool of**



applicants.

- **Review our job descriptions and staff selection processes to reduce bias and value all lived experiences as applications are reviewed and ranked.**
- **Implement new student pay policy that was delayed due to COVID-19 for summer interns to improve internship programs for students from a wider range of backgrounds and economic situations.**
- Develop relationships and outreach with student centers on campus, such as the multicultural and first generation student centers to encourage a pipeline of diverse applicants.
- Attend 4 job fairs or the equivalent student events over the course of the year that focus on student employment.
- Explore and utilize resources from U-M and the other sources that inform diversity of recruitment.
- Update our compensation policy to define the parameters of Market Value based wages, to ensure pay equity.
- Explore initiatives that focus on collaboration and relationship building with student organizations in volunteering and stewardship.

Primary DE&I Goal: Recruitment, retainment and success

Other applicable domain: Inclusion

Five-Year Strategic Objective #2

Increase diversity in leadership positions.

Measures of Success

- **Staff develop skills and are able to move into new positions or advance their career within the University or with other professional opportunities.**
- **Increased diversity of staff leadership positions**

FY21 Actions:

- **Make job skills and professional development goals part of the employee review process.**
- **Supervisors mentor staff during regular discussions to explore aspirations for professional development and develop strategies for success.**
- DEI related training is included as one of the professional development workshops that Matthaei-Nichols offers to students as part of the Nature Academy internship program.

Primary DE&I Goal: Recruitment, retainment and success



Other applicable domain: Inclusion

IV. B. Education and Scholarship

University and Community

Objective #1

Identify and explore additional options for serving the DEI goals of other units with a variety of groups including Faculty Associates

Measure of success

- Increased relationship building and collaboration with multiple partners and stakeholders within the University and the broader Community.

Action Item:

- Research ways to increase the use of our spaces for hosting student groups, community meetings, study days and more.
- Invite greater participation by integrating exhibits and programs into overall U-M inclusion activities such as African-American History Months or the Diversity Summit.
- Continue working with Wolverine Pathways implementers to identify how we can best serve this key campus-wide priority.
- Explore the DEI goals represented by the Faculty Associates group.

Objective #2

Use the Campus Farm to spread the message of Food Justice

Measure of Success

More students are involved in Food Justice related events and presentations

- Continue to host Rackham DEI Certificate students who came to the Campus Farm as part of a food justice session.
- Continue to work with UM Sustainable Food Program and newly formed UM chapter of Minorities in Agriculture and Natural Resources and Related Sciences (MANRRS) as well as other groups on campus to co- promote and co-host sustainable food and agriculture related events including farm workdays for identity based organization and or affinity groups on campus
- Continue to utilize the farm and its programs as a platform for engaging students in ideas around food justice and DEI as it relates to the food systems by addressing these issues during class visits, guest lectures/presentations, workdays, tabling events, and social media posts.

Primary DE&I Goal: Education and Scholarship

Other applicable domain: Inclusive and Equitable Climate



IV. C. Promoting an Equitable and Inclusive Community School, College or Unit Overall

Staff Five Year Strategic Goal

Objective #1.

Build DEI skills and provide DEI experiences for all staff, including student staff and non-FTE.

Measures of success

- All regular FTE employees participate in at least two annual DEI Experiences for a FTE employee (part time or short-term employees will attend a proportional amount).
- There will be fewer complaints regarding bias and other DEI related issues.
- Improved staff feelings of psychological safety and climate.
- Increased peer-to-peer bystander intervention if inappropriate behavior is observed.

FY21 Actions:

- Ensure assigned DEI Action Items are included in individual and teamwork plans.
- **Utilize data from climate surveys to develop staff competencies and skills in DEI to inform workshops provided**
- **Conduct bi-annual workplace climate survey that includes effectiveness of DEI training.**
- **Provide at least 3 DEI related workshops or experiences with a range of topics for regular, student and volunteer staff.**
- All regular FTE employees will attend at least two annual DEI Experiences, part time or shortterm employees will attend a proportional amount.
- Include a DEI related training as one of the professional development workshops that Matthaei-Nichols offer to students as part of the Nature Academy Internship program.

Primary DE&I Goal: Inclusive & Equitable Climate

Other applicable domain: Recruitment, Retention and Success

Objective #2:

Increase diversity, equity and inclusion among participants in our U-M student programs and **in awards given to students.**



Measure of success

- Increased diversity in students who apply to internships with the Campus Farm and MBGNA Nature Academy.
- Increased diversity in the students receiving UM-Matthaei-Nichols student prizes and awards.
- Increased diversity in student participation in work days, volunteering and program attendance

Action Item:

- Extend invitations to apply for internships to the over 100 M-STEM and Bridge Program students who participate in our programs every summer.
- Advertise student awards to current or former interns and work study students.
- Increase marketing to reach all students who are eligible to apply
- Use the tools we have established to mitigate unconscious bias in new hires as we determine the winner of student awards.
- Increase availability of virtual tours to provide access to our programs for those with transportation challenges.

Primary DE&I Goal:Inclusive and Equitable Climate

Other applicable domain: Recruitment Retention and Success

Objective #3

Create a culture and environment of inclusivity and equity.

Measure of success:

- **Vision Leader group will be broadly diverse.**
- DEI objectives are at the core of all we do.
- **All student, regular and volunteer staff are aware of MBGNA DEI centered policies and practices.**

FY21 Action Items:

- **Recruit diverse community members to our Vision Leaders Group.**
- Support a DEI Committee at Matthaei-Nichols consisting of staff members to facilitate DEI objectives and increase representation at our unit
- Continue to include DEI messaging in staff and volunteer onboarding materials and ensure that new staff and volunteers, setting an expectation of compliance, understand these policies
- **Include DEI co-leads in Directors Advisory Committee meetings to ensure DEI is at the core of all we do.**
- Share website content that represents our diversity in photos, text, events and more.

Primary DE&I Goal: Inclusive & Equitable Climate



Other applicable domain: Recruitment and Retention

Objective #4

Remove key barriers to participation in our landscapes and programs.

Measure of success:

All visitors will feel welcome at both sites and all properties.

FY21 Action Items

- Integrate accessibility improvements into capital requests and planning.
- Increase public awareness of our multi-use recreational connector trail.
- Research ways to increase the use of our building spaces for hosting student groups, community meetings, study days, and more.
- Make recommendations for trail modifications at the Arb & Gardens to allow better access for people with limited mobility.
- Create and update maps for our properties that highlight accessible walking routes with clearly labeled surfaces, distances, and more.
- **Create a ‘personal room’ which can be used as private space for nursing mothers, prayer or other private needs of staff and visitors.**

Primary DE&I Goal: Inclusive & Equitable Climate

Other applicable domain: -

Objective # 5

Provide exhibits and outreach which invite participation and increase mutual understanding.

Measures of success

Exhibits and collections engage the broader community and reflect diverse themes, artists, cultures and scholarship..

FY21 Action Items

- Invite greater participation by integrating exhibits and programs into overall U-M inclusion activities such as African-American History Month or the Diversity Summit
- Incorporate native edible foods in edible landscape displays at the Straw-bale building at the Campus Farm as part of collaborative project as part of collaborative projects with Indigenous and University partners
- Extend our calls for art more broadly to invite more participation, including minority arts organizations.
- Increase cultural input on collections such as the Bonsai & Penjing Garden and Peony Garden to ensure authenticity of our interpretation and displays.
- Research and implement 2 exhibits each year that reflect diverse themes, artists and



cultures.

- Publicize and promote exhibits broadly especially reaching out to diverse audiences.
- Identify, prioritize and implement an engagement strategy with people using the ArcGIS living database as a means of relationship building and connecting our plant collections with various cultures.
- Offer brochures, newsletters and other public materials in at least two, most frequently occurring, languages in addition to English (contingent on funding).
- Provide brochures and maps in large print.

Primary DE&I Goal: Inclusive & Equitable Climate

Other applicable domain: Service

Objective #6

Educate our community on sexual harassment and misconduct prevention in an effort to promote a safe and supportive environment for all members to work, learn, and thrive.

Measure of success

- Staff are aware of avenues to report sexual harassment and misconduct.
- Staff who experience sexual harassment and misconduct report incidents, feel supported and can expect resolution.

FY21

- **Support central efforts to educate faculty, staff, and students on 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.**
- **Explore training on sexual harassment and misconduct support for supervisors and managers.**

Primary DE&I Goal: Inclusive & Equitable Climate

Other applicable domain: Recruitment Retention and Success

Objective #7

- Ensure that staff understand and feel free to report conflicts and concerns within Matthaei-Nichols.



Measures of success:

- All staff are aware of reporting tools to highlight a concern or complaint.

FY21

- Continue to encourage staff to report concerns for resolution to management and/or the Office of Institutional Equity (OIE), as needed..
- Continue to use an anonymous reporting tool created for Matthaei-Nichols staff to submit DEI Comments and become aware of University reporting resources and tools.
- **Create an onboarding tool that will be a resource to set behavioral standards and reference for reporting issues.**
- **Supervisors periodically reach out to ask staff about concerns, including through monthly one-on-one sessions, through informal check-ins, and at other times as needed**
- Set the expectation that volunteers will assist regular staff in ensuring an inclusive and equitable environment.

Primary DE&I Goal: Inclusive & Equitable Climate

Other applicable domain: Recruitment Retention and Success

IV. D. Service (as applicable)

FY21 Strategic Objective #1

Use our properties, website and social media to increase accessibility of information, resources and opportunities for collaboration.

Measure of success

- Increased participation in programs & field trip experiences for M-STEM, Bridge & College-Ready programs for underrepresented youth.
- **Increased online engagement with U-M and the broader SE Michigan community.**

FY21 Actions

- Extend invitations to apply for internships to the over 100 M-STEM and Bridge Program students who participate in Campus Farm programs every summer.
- Continue outreach that supports learning experiences at the U-M with underrepresented youth from SE Michigan and other areas around the state.
- Continue to help fund field trips and programs for youth attending Title One schools.



- Increase availability of virtual tours to provide access to our programs for those with transportation challenges.
- **Reach out to communities of color for inclusive events, open to anyone who is interested, such as Black Birder’s Week and other nature related events.**
- **Look for opportunities to collaborate with groups that support youth, including youth of color, highlighting the long tradition of reverence and cultural significance of plants, animals and natural areas.**
- **Increase availability of virtual tours to provide access to our programs for those with transportation challenges.**
- Continue to provide content on our website and social media that supports our DEI goals and represents our diversity in photos, text, events and more.

V. Goal-related Metrics – School, college or unit measures tracked over time

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

- 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: # reported incidents, reports on adverse impacts.
- Inclusion: results on UM climate measures of faculty, staff and students.

The University has identified the metrics that units must use to track progress on their DEI goals, and will compile the relevant data for release to individual units. For MBGNA, an all-staff unit, the metrics for which the University will compile and release data are the following:

Demographic Composition of Staff

- Headcount
- Race/Ethnicity
- Sex
- Age (Generation cohort)

Climate Survey Indicators

- Satisfaction (over 12-month period) with unit climate/work environment
- Assessment of semantic aspects of general climate in unit



- Assessment of semantic aspects of DEI climate in unit
- Feeling valued in unit
- Feeling of belongingness in unit
- Assessment of MBGNA's commitment to unit
- Perceptions of equal opportunity for success in unit
- Feeling able to perform up to full potential in unit
- Feelings of professional growth in unit
- Feelings of discrimination in 12-month period in unit

Local measures for Matthaei-Nichols

Number of workdays

Types of programs

Engagement focus (i.e., public school students, Title I schools, age 65+ groups, etc.)

Number of students from diverse student organizations participating in workdays

Number of students from Title One Schools

Results of climate survey

of participants in DEI related skill and training opportunities.

VI. Action Planning Tables with Details and Accountabilities Tracking and Updating the Strategic Plan

The Matthaei Botanical Gardens and Nichols Arboretum Diversity, Equity and Inclusion Strategic Plan Project Managers, Liz Glynn and Doug Conley will be the key contact for stewardship of the plan in FY21. They will be assisted by the Director, Chief Administrative Officer and Director's Advisory Committee leads tracking and supporting the plan implementation.

The Director's Advisory Committee (DAC), including the DEI co-leads will review the plan in the Fall of 2020 with multiple constituencies and gather feedback and additional ideas to be implemented throughout the year. An overview of the Strategic Plan for FY21 will be presented at an all-staff meeting and staff will be made aware of the location of the document for review. DAC team supervisors will meet with staff responsible for action items of the plan and will support staff to meet the goals. DEI co-leads will work with the DAC to update the plan throughout the year. A midyear status report on progress will be presented to the Director and Director's Advisory Committee and final evaluation of FY21 (Y5) measures and accomplishments will be conducted. Recommendations for updates to the plan will begin in April, 2021.