



## Diversity, Equity and Inclusion Strategic Plan Five-Year Strategic Objectives, Measures and FY17 Actions

### I. Diversity Equity and Inclusion Strategic Plan: Overview

---

*Selected text from President's Diversity Charge:*

*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: “Developing leaders and inspiring people to care about nature and enrich life.” 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 three transformative goals; we are adding a fourth transformative goal as part of our effort to be clear that diversity, equity and inclusion are at the heart of our operation. Beginning with the next academic year, our four transformative goals will be:

- (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 and
- (3) We will 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



### Matthaei Botanical Gardens & Nichols Arboretum

We added the goal of reflecting and engaging the diverse population because all people deserve equal access to the beautiful, restorative landscapes we provide. We believe that serious environmental problems, including climate change, can only be effectively addressed if everyone is engaged in caring about and for nature.

Within the transformative goal of engaging the diverse population of SE Michigan and U-M, we added these priorities: (1) strengthen our organization 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.

At Matthaei, we have two programs that consistently and actively engage U-M students: the Nature Academy (offering summer internships to 35-45 U-M students who are interested in exploring environmental careers); and the University of Michigan Sustainable Food Program's (UMSFP) site-based student programs (ie., the Campus Farm, the Food Forest, Cultivating Community, UMBees etc). The Arboretum, located contiguous to Central Campus and the Medical Campus, and very close to North Campus, is the University's primary site where students can enjoy nature. Additional U-M student engagement at all four of our sites (Nichols Arboretum, Matthaei Botanical Gardens, Mud Lake Bog and Horner/McLaughlin Woods) occurs in the form of scheduled field trips, student participation in research, field learning opportunities, volunteer opportunities, participation in visual and performing art activities and much more. We also have a large number of diverse Faculty Associates from varied campus units who teach classes, conduct research and offer field study opportunities at our sites.

Matthaei and Nichols together enjoy almost a quarter-million visitors every year. We have had great success in improving diversity amongst our visitors over the past several years. In 2012, we eliminated our Conservatory entrance fee. According to the American Association of Museums, entrance fees are a barrier to participation for minorities in the United States. In lieu of Conservatory admissions, we instituted an hourly parking fee aligned with U-M's hourly fee (currently \$1.50 per hour). At the same time, we began expanding our offerings to welcome and invite more diverse people. To name only a few examples:

- *Places from the Spirit*, a photography exhibit of African-American gardens
- *A Taste of India*, an exhibit interpreting Indian foods and spices within our Conservatory plant collection
- *Peony Blossoms & Pure Melodies*, a performance of local musicians in the peony garden playing Chinese flower songs,
- An annual art display by U-M art students working with adults suffering from dementia
- The current exhibit *A Cloth of Earth and Sky: The Healing Power of Nature through the Eyes of African-American Quilters*, and
- *Japan Week* partnership events with the Center for Japanese Studies

Our DE&I action steps include continuing and expanding these types of programs as well as linking them more fully to University initiatives such as Black History Month and the theme semester.



## Matthaei Botanical Gardens & Nichols Arboretum

We have expanded our gardens to provide opportunities for greater participation by diverse groups. These include opening the Gaffield Children's Garden in 2008, a bonsai and penjing garden in 2013, the Great Lakes Gardens with Anishinaabek plant labels and interpretation in 2013, and adding Chinese and Japanese peony beds to our world-famous peony garden. While we have not collected demographic data from visitors prior to or subsequent to these changes, based on anecdotal observations, our staff and volunteers deeply believe that our visitors were once predominantly older white individuals or couples without children whereas our new demographic has expanded to include younger people, families, and greater racial and ethnic diversity.

The Nature Academy, our U-M student internship program, has increased in diversity over the years thanks to our efforts to advertise more broadly. Because these students have temporary employee status, however, we do not have demographic data about them and therefore our feeling that diversity has increased among our interns is not confirmed by data. One of our action items is to extend invitations to apply for internships to the over 100 M-STEM and Bridge Program students who participate in our programs every summer.

We have identified time, distance and cost as barriers for participation in our K-12 school field trip program, which is a potential pipeline for University of Michigan freshman applicants. To overcome these barriers, we have implemented a variety of solutions. First, Title 1 schools receive half off their field trip fees (funded by private donors). We have successfully piloted a virtual live tour for schools; expanding this program is one of our future-year action steps. Our U-M Cultivating Community and Campus Farm interns reach out to Detroit children and adults who may be unable to visit our properties, through partnerships with NPO Focus Hope and its Helping Hands program. Student volunteers in our "Wild About Nature" program visit inpatient children at Mott Hospital to bring our programs to them and their families.

Our staff members self-report diversity in the areas of gender and LGBT, and our climate survey of staff and volunteers indicates that our climate is safe and accepting of diverse groups. However, we lack racial diversity. The transformative goal in our strategic plan lays out a vision of a day when our staff is more racially diverse, and our DE&I plan lists specific action items to increase our ability to recruit a broader and more diverse applicant pool for permanent positions. Low turnover and a small staff, compounded by lack of diversity in environmentally focused organizations as a whole (reference U-M Professor Dorceta Taylor's *The State of Diversity in Environmental Organizations, Mainstream NGOs, Foundations and Government Agencies*) render this a long-term vision. We can, however, take immediate steps to create changes. We are proud of the representation of women in our organization: half our field services staff are women, an underrepresented group in that classification; half our high level managers are women. Mitigating this accomplishment is the lower pay across the board at Matthaei-Nichols. Our staff climate survey showed great satisfaction with our climate overall, with the greatest dissatisfaction in the area of wage equity and resource availability. Our compensation goal is to pay staff no less than seven percent *below* the regional median. We have 19 individual staff members who have served more than five years. An analysis of staff pay relative to market indicates that 15 of these 19 staff members are paid less than the median, averaging \$8,300 annually less than the median. The four staff members earning more than the median earn an average of only \$813 more per annum. Our four upper level managers with significant leadership responsibilities are among the most underpaid relative to the median. (The total cost to bring all staff members who have served more than five years to the median would be about \$133K per year.)



## Matthaei Botanical Gardens & Nichols Arboretum

Therefore, one of our action items revises our compensation policies to bring salaries to the U-M median by a staff member's 5-year anniversary.

Our planning process was inclusive, involving current and former student interns, student volunteers, and students walking through the SNRE Commons, as well as staff, volunteers and Faculty Associates. Across the board, all constituencies told us that the lack of transportation options to Matthaei Botanical Gardens contributes to making us exclusive rather than inclusive: those with cars can freely participate, those without must work harder to get to the Gardens, and may not succeed in doing so. According to a Bureau of Labor Statistics report (<http://www.bls.gov/cex/anthology/csxanth8.pdf>), in single person households, men are more likely to purchase automobiles than women. According to Stephen Raphael at Goldman School of Public Policy, Berkeley and Michael Stoll at the School of Public Policy, UCLA,<sup>1</sup> "Racial differences in car-ownership rates are large, comparable in magnitude to the black-white difference in home-ownership rates documented by Oliver and Shapiro (1997)." (Stoll's focus is on employment effects of car ownership; the effects are especially profound for black and Latino workers. Matthaei-Nichols offers employment opportunities for upwards of 100 student workers any given year.) Because Matthaei can only be safely accessed by automobile, and because car ownership rates are inequitable, we cannot achieve our DE&I goals without addressing this critical problem. Although transportation does not fit neatly into the key strategies, we have identified transportation options (public bus and trail connections) as a top DE&I priority for the Gardens.

## II. Planning Process Used

---

### *Planning Lead*

Karen Sikkenga, Associate Director

### *Planning Team*

David Betz, Visitor Services Team Lead  
Allison Corell, Events Coordinator  
Elizabeth Glynn, Children's Education Coordinator  
Carmen Leskoviansky, Collections & Natural Areas Specialist  
Joe Mooney, Marketing Coordinator  
Catriona Mortell-Windecker, University Services Team Lead  
Yousef Rabhi, Volunteer Coordinator  
Ashley Rop, Membership Coordinator  
Robert Grese, Director (ex-officio)

---

<sup>1</sup> Raphael, Stephen. Stoll, Michael. *Can Boosting Car-Ownership Rates Narrow Inter-racial Employment Gaps?* Russell Sage Foundation, 2000.



### *Planning Process Summary*

#### *Process used to collect data*

- Worked with ADVANCE program to determine best process for collecting data within a small unit.
- Followed ADVANCE recommendations with regard to student, volunteer, student employee and visitor data.

#### *Sources of data, (e.g. Institutional data, forums, town halls, focus groups, interviews, surveys, committee reports)*

- Climate survey of 25 staff members conducted in January 2016
- Climate survey of 400 volunteers conducted in February 2016
- Focus groups conducted with student interns every summer for the past ten years; past focus groups always include discussion about barriers to participation. Our summer 2016 focus groups will have a more explicit DE&I focus
- Forum for 300 current and former student interns, student volunteers and miscellaneous students, staff and faculty in the Dana Building Ford Commons; participants were invited to vote on DE&I ideas and offer new ideas
- Plan for market study (if funded) to assess who makes use of our properties and programs and who does not, and why

#### *Process used to analyze data*

- ADVANCE conducted and analyzed survey and focus group data
- DE&I planning team summarized and reviewed notes from forums and focus groups

#### *Action idea generation activities*

- DE&I planning committee members facilitated a minimum of two 1.5 hour sessions with four groups of staff to generate action ideas
- Faculty associates group met and offered ideas for DE&I improvements

#### *Engagement activities*

- Three members of DE&I planning committee reserved an area in the Dana Building Ford Commons where students were invited to generate new ideas and vote on ideas in play with regard to DE&I activities at Matthaei-Nichols.

## **III. Data and Analysis: Key Findings**

---

### *Summary of Data*

#### *Key Findings, Themes and Recommendations*

#### ***Strengths:***

We are a place where diverse students and faculty, representing a range of nationalities, races, ethnicities, gender, orientation and ability are enriched by working together toward the common purpose of environmental sustainability, including:



## Matthaei Botanical Gardens & Nichols Arboretum

- U-M student intern program recruitment practices targeted to increase diversity have succeeded in accomplishing diversity among our annual 35-45 student interns over the past several years
- Sustainable food systems programs – Campus Farm, Food Forest, UMBees and so on – attract broad U-M student participation, including but not limited to 100 M-STEM Academy participants
- Participation by around 35 student volunteer groups each year – comprising hundreds of individual students – representing a broad and inclusive cross-section of student interests ranging from the Greek System to the UM Scientista Foundation to the Filipino American Student Association
- 60 faculty associates, hailing from CoE, LSA, SNRE, Taubman, Penny Stamps, and more, draw faculty from across the University who represent not just ethnic, racial and gender diversity but also cross-disciplinary collaboration
- Our climate surveys of both staff and volunteers show extremely positive results in all areas except for resources (pay and staffing levels) – our organization is an inclusive learning environment
- Significant improvements that are making our buildings and sites more accessible to individuals with mobility challenges

We are a place where diverse members of the SE Michigan community can interact with the University and with each other around nature, sustainability and STEAM, including:

- Women and girls actively participate as student interns, staff, volunteers and visitors in science-based programming and paid positions where women and girls are often underrepresented
- Robust K-12 nature education, including reduced fees for Title I schools
- Interpretation in our Great Lakes Gardens about Native American view of plants and ecosystems, along with significant investment by our curatorial staff in building relationships with the tribes for many years
- Elimination of entrance fees to the Conservatory and the introduction of exhibits, gardens and programs of interest to diverse communities, have significantly increased the diversity of our visitors
- Deep commitment and active engagement by staff, students, volunteers and visitors in diversity, equity and inclusion predict willingness to embrace DE&I priorities. Good gender, LGBT, age and socio-economic diversity among regular staff

### *Weaknesses:*

Student focus groups, volunteer and staff surveys, and staff planning sessions uniformly identified lack of transportation options as a barrier to inclusion for Matthaei Botanical Gardens. Participation in programs at the Matthaei site, including the Campus Farm and other student programs, is exclusive rather than inclusive because access is limited to those who have a car or come with a class. Specifically, there is no public bus and no safe trails connecting the Gardens to Campus or the local community.

Increased ethnic and racial diversity among regular staff will be difficult to address quickly because our staff is small and highly competent, and we have low turnover.



## Matthaei Botanical Gardens & Nichols Arboretum

### *Opportunities:*

- The Campus Farm and associated programs could be a model both of sustainable agriculture and outreach for diversity, equity and inclusion. For example, the recently funded USDA Higher Education Challenge grant aims to increase the number and diversity of University students exposed to studies in agriculture and food systems. Through a collaboration with the UM Summer Bridge Program and the M-STEM Academy, we have and will work with newly admitted diverse students, engaging them in sustainable food systems even before they start their first year in college. Specifically, Summer Bridge students spend one day per week of their four-week summer program at Matthaei Botanical Gardens, participating in a Campus Farm workday and lesson or activity. Through M-STEM, 125 students participate in a one-day immersion program, including an orientation to research and internship opportunities here and participation in a scavenger hunt.
- Collaboration with the Wolverine Pathways provides an opportunity for us to be a critical site to engage qualified, diverse high school students for possible future matriculation at UM; our existing relationships with Title I high schools may be of benefit to this initiative
- Our student sustainable food programs and our Nature Academy internships can be a touchstone and a community for diverse students as they progress through their education at U-M
- We have raised over half the cost of a safe hiking-biking trail that, if completed, will provide a key transportation option for UM students to make use of the programs and properties at Matthaei Botanical Gardens

### *Threats:*

- Lack of safe non-motorized/public transportation options to Matthaei Botanical Gardens creates DE&I barriers and reduces effectiveness of our contribution
- Continued accessibility challenges for our facilities and properties
- Dwindling General Fund resources make new initiatives challenging to implement

## **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**

#### *Five-Year Strategic Objective 1*

Make progress toward our long-term vision of improving the diversity of Matthaei-Nichols staff, interns, volunteers and visitors by putting DE&I at the center of our recruitment, hiring and retention practices.

#### *Measures of Success:*

Written policies, hiring and evaluation tools in place and staff trained to use them.

*Constituency: Permanent and Temporary Staff, Student Interns*



## Matthaei Botanical Gardens & Nichols Arboretum

### *FY17 Actions:*

- Establish inclusive hiring policies for student interns, volunteers and regular staff including: (1) a statement that our hiring shall be free from bias, (2) a mechanism by which applicants can be judged by their capacity and not just their specific experiences, and (3) a statement that we believe diversity strengthens our ability to accomplish our mission
- Extend our existing unbiased hiring processes for regular employees to include intern hires as well as regular staff (we use a weighted rubric to ensure that the regular hiring process is free from bias)
- Educate ourselves on hiring practices that will create the possibility for greater staff diversity, such as providing a scoring mechanism for capacity rather than specific experiences in our hiring rubric
- Educate ourselves on recruiting practices that will invite more diversity in the applicant pool, beginning with meetings with campus experts on DE&I (such as ADVANCE and others recommended by the DE&I planning project managers) and with a review of published materials on this topic. Such practices might include broader language in advertisements, networking with organizations that provide vocational services to diverse people, and extending the hiring timeline if applicant pools lack diversity
- Treat every hiring process, including the proposed new Campus Farm manager, as an opportunity to evaluate and improve our recruitment and hiring processes
- Revise our compensation policy to state that our goal is to pay the U-M median to all staff members who have performed competently in their jobs for five years

### *FY18 Actions:*

- Begin implementation of practices suggested by our prior year research into recruiting practices
- Create an individual professional development budget for each employee rather than an overall budget for the entire organization, and encourage employees to use up this budget by identifying and participating in training (subject to availability of funds)

### *Five-Year Strategic Objective 2*

Be a key site to facilitate the pipeline DE&I objectives of other University units

### *Constituency: Future Students*

#### *Measures of Success:*

- Matthaei-Nichols partners with Wolverine Pathways by summer 2017 to bring middle/high schools students to our properties
- A letter or brochure to DE&I planning leads describing our resources and services mailed by January 31, 2017
- Pilot special summer program focusing on demographically diverse schools in collaboration with the Center for Educational Outreach (CEO) completed by 8/31/2017 and evaluated by 10/31/2017

### *FY17 Actions:*

- Work with Wolverine Pathways implementers to identify how we can best serve this key campus-wide priority (we have already begun working with WP personnel and are already on target to participate as a key learning site)



**Matthaei Botanical Gardens & Nichols Arboretum**

- Identify and explore additional options for serving the DE&I goals of other units, beginning with providing information about the resources we offer to the DE&I planning leads
- Pilot a middle and high school nature education program under our Nature Initiative in collaboration with CEO to provide critical nature experiences for youth from underserved schools in Detroit and serve as a potential recruiting pipeline for the University

*Primary DE&I Goal: Diversity*

*Other applicable domain: Recruitment (pipeline)*

Education and Scholarship

Promoting an Equitable and Inclusive Community

**IV. B. Education and Scholarship**

*Five-Year Strategic Objective 1*

Increase diversity, equity and inclusion among participants in our U-M student programs

*Constituency: Students*

*Measures of Success: (for Objective 1)*

- Campus Farm manager in place by 12/31/2016 using recruitment hiring policies and practices noted above
- Measures of success for the Higher Education Challenge grant are specified in the grant agreement
- Workshops in place by summer of 2016 to enhance job skills for interns, with evaluation of these workshops integrated into the annual student intern focus groups

*FY17 Actions:*

- Hire Campus Farm manager to make our sustainable food programs a model both of sustainable agriculture and outreach for diversity, equity and inclusion
- Begin implementation of the Higher Education Challenge grant program to engage diverse students in sustainable food systems
- Focus the educational component of our Nature Academy summer internships on vocational training, to provide our increasingly diverse student workers better opportunities in the professional marketplace
- Extend invitations to apply for internships to the over 100 M-STEM and Bridge Program students who participate in our programs every summer.
- Provide low/no cost transportation options to Matthaei (see below)

*FY18 Actions:*

- Increase availability of virtual tours to provide access to our programs for those with transportation challenges

*Primary DE&I Goal: Inclusion*

*Other applicable domain: Inclusive Community*

*Five-Year Strategic Objective 2*



## DIVERSITY, EQUITY & INCLUSION

### Matthaei Botanical Gardens & Nichols Arboretum

Build DE&I skills among our student interns.

*Constituency: Students*

*Measures of Success: (for Objective 2)*

- DE&I workshop for students offered in FY2017 and evaluated as part of our annual student focus groups
- Skill sharing, multi-cultural day in place in FY2017 and evaluated as part of annual student focus groups

*FY17 Actions:*

- Include a DE&I workshop as one of the formal bimonthly educational workshops that Matthaei-Nichols offers as part of the Nature Academy internship program
- Encourage interns to get to know one another and enrich each other by creating a framework for informal skill-sharing sessions (which sprang up spontaneously among the interns last summer) – over time, as our recruitment and hiring efforts increase the diversity of participating students, these skill-sharing sessions will further the University's goal of not just increasing diversity but enriching students by helping them get to know others from different backgrounds

*FY18 Actions:*

- Increase availability of virtual tours to provide access to our programs for those with transportation challenges

*Primary DE&I Goal: Inclusion*

*Other applicable domain: Inclusive Community*

*Five-Year Strategic Objective 3*

Use our Nature Academy to address DE&I issues in environmental organizations in our society as a whole.

*Constituency: Students*

*Measures of Success: (for Objective 1)*

Updated curriculum in place by FY2017

*FY17 Actions:*

- Focus the educational component of our Nature Academy summer internships on vocational training, to provide our increasingly diverse student workers better opportunities in the professional marketplace

*FY18 Actions:*

- Work with our mission-related groups to create professional opportunities for Nature Academy participants (for example, by providing networking opportunities)

*Primary DE&I Goal: Inclusion*



# DIVERSITY, EQUITY & INCLUSION

## Matthaei Botanical Gardens & Nichols Arboretum

*Other applicable domain: Inclusive Community*

### **IV. C. Promoting an Equitable and Inclusive Community**

*Constituency: Students, Faculty, Community*

#### *Five-Year Strategic Objective 1*

Create a culture and environment of inclusivity and equity.

*Measures of Success (for Objective 1)*

*FY17 Actions:*

- Ensure that DE&I values and activities are adopted by integrating DE&I goals and actions into our strategic plan
- Conduct a market study to determine who uses our landscapes and programs and who does not, with a focus on identifying the barriers to participation (if such a study is funded)
- Schedule and require staff attendance at annual cultural sensitivity training
- Work with DE&I committee to establish a plan for conflict resolution, making use of University resources for this purpose

*Primary DE&I Goal: Equity, Inclusion*

*Other applicable domain:*

### **IV. D. Service (as applicable)**

*Five-Year Strategic Objective 1*

Remove a key barrier to participation in our landscapes and programs by providing no-cost, safe transportation options to Matthaei Botanical Gardens in the form of a shared use trail and a public bus.

*Constituency – All constituencies will benefit*

*Measures of Success: (for Objective 1)*

- Construction and opening of shared use trail
- Having at least one public bus route to Matthaei by FY2019 *or* (if we succeed in building and opening the trail) have a free-of-charge bike share available at the trailhead by FY2020

*FY17 Actions:*

- Actively seek funding from private donors and grantors to bridge the funding gap to construct the \$3.7M Dixboro Road shared use trail
- Request the University to bridge the final funding gap for the shared use trail, if any
- Request the President’s Office to direct Parking and Transportation Services to ensure that Matthaei Botanical Gardens is served by a U-M or other public bus line (goal of having a bus line in place by FY2019)

*FY19 Actions:*



# DIVERSITY, EQUITY & INCLUSION

## Matthaei Botanical Gardens & Nichols Arboretum

- If bus service is not yet in place and the trail is built, establish a free of charge bike share to allow bus riders to use a bicycle to cover the final two miles to get to Matthaei from the corner of Geddes and Dixboro Roads

*Primary DE&I Goal: Inclusion*

*Other applicable domains:*

Recruitment, Retention and Development  
Education and Scholarship  
Promoting an Equitable and Inclusive Community

*Five-Year Strategic Objective 2*

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

*Constituency –Community*

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

*FY17 Actions:*

- Peony Blossoms & Pure Melodies event
- Complete interpretation and labeling of plants in Great Lakes Gardens in Anishinaabek

*FY18 Actions:*

- Offer public events that represent a broad range of cultures and invite diverse people to exhibit and attend, as informed by market study (if funded)
- Invite greater participation by integrating exhibits and programs into overall U-M inclusion activities such as African-American History Month
- Extend our calls for art more broadly to invite more participation, such as extending calls to minority arts organizations among others, as informed by our market study

*FY19 Actions:*

- Wayfinding and interpretive signs at least partly in most frequently occurring languages
- Offer brochures, newsletters and other public materials in at least two languages in addition to English (contingent on funding)
- Make recommendations for trail modifications at the Arb & Gardens to allow better access for people with disabilities

*Primary DE&I Goal: Inclusion*

*Other applicable domain:*

Recruitment, Retention and Development  
Education and Scholarship  
Promoting an Equitable and Inclusive Community

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

### **Diversity**

- Racial composition of staff increases in diversity (0% non-white at present)



## DIVERSITY, EQUITY & INCLUSION

### Matthaei Botanical Gardens & Nichols Arboretum

- Gender, LGBT, age composition of staff remains at or above FY16 levels

#### Equity

- Staff salaries at or above SE Michigan median for all staff including protected groups
- Supervisor cohort is representative of staff

#### Inclusion

- Number of transportation options to Matthaei increases from one to greater than one
- 100% of staff and interns participate in skill and cultural training opportunities



**DIVERSITY, EQUITY & INCLUSION**

**Matthaei Botanical Gardens & Nichols Arboretum**

**VI. Action Planning Tables with Details and Accountabilities**



DIVERSITY, EQUITY & INCLUSION

**Matthaei Botanical Gardens & Nichols Arboretum**



| <b>VI. A. Recruitment, Retention and Development</b> |   |  |   |  |  |
|--|---|--|---|--|--|
| <b>Key Constituency</b>                              | <b>Strategic Objective</b>                            | <b>Measures of Success</b>   | <b>Detailed Actions Planned (measurable, specific)</b>  | <b>Group/ persons accountable</b>                      | <b>Resources needed (if applicable)</b>  |
| Staff  | 1 - Progress toward engaging SE Michigan              | Written policy in place by 6/30/17   | Establish inclusive hiring policies   | Director, Assoc Director                               | None   |
| Students   |   | Tools available by 12/30/16; training completed by 1/31/17                   | Extend unbiased hiring practices to interns and volunteers  | Assoc Director, hiring managers                        | None   |
| Employees (including reg staff and student interns)  |   | Report with at least 5 recommended modifications to our practices by 6/30/17 | Educate ourselves on recruiting practices   | Assoc Director, HR coordinator                         | None   |
| Employees (including reg staff and student interns)  |   | Evaluation tool for hiring process in place before next regular hire         | Every hiring process opportunity to evaluate  | Assoc Director, HR coordinator                         | None   |
|  |   | Revised policy in place by 7/31/2016   | Revise compensation policy to aspire to U-M median for competent performers after five-years  | Assoc Director, HR coordinator                         | None, but continued 1% budget reductions will interfere with accomplishing this goal long-term |
| Future students                                      | 2 - Key site for pipeline DEI objectives of U-M units | WP site by summer 2017   | Work with Wolverine Pathways to ID how we can serve this priority   | Director, University Services Lead, Mkting Coordinator | None yet   |
|  |   | Brochure to DEI planning leads by 1/31/2017                                  | Explore options for serving DEI goals of other U-M units  | Director, University Services Lead, Mkting Coordinator | None yet   |
|  |   | Pilot completed by 8/31/2017; evaluation completed by 10/31/2017             | Pilot education outreach program with UM's Center for Educational Outreach targeting underserved middle and high school students in Detroit | Outreach Svcs Lead, K-12 Ed Lead                       | Major gift rec'd in FY2016   |



**Matthaei Botanical Gardens & Nichols Arboretum**

| IV. B. Education and Scholarship |  |  |   |                                      |                                |
|----------------------------------|--|--|---|--------------------------------------|--------------------------------|
| Key Constituency                 | Strategic Objective  | Measures of Success  | Detailed Actions Planned (measurable,   | Group/ persons                       | Resources needed (if           |
| Students                         | 1 - Increase DEI in our U-M student programs                     | Manager in place by 12/31/2016 using recruitment and hiring policies & practices noted above | Hire manager to make sustainable food programs a model of sustainable agriculture and DEI | University Services Lead             | Salary for Campus Farm Manager |
| Students                         |  | Measures specified in grant funding agreement  | Higher Education Challenge grant program  | Director, collaborative faculty team | Grant rec'd in FY2016          |
| Students                         |  | Workshops in place by summer 2016, evaluation integrated into focus groups                   | Internship educational offerings enhance participant professional skills                  | Assoc Director, intern planning team | None                           |
|                                  |  | Increased applications by MSTEM/Summer Bridge Students (baseline must be established)        | Extend invitations to apply for internships to MSTEM and Summer Bridge students           | University Services Lead             | Nine                           |
| Students                         | 2 - Build DEI skills among summer interns                        | Workshops in place by summer 2016, evaluation integrated into focus groups                   | DEI workshop as part of internship program  | Assoc Director, intern planning team | None                           |
| Students                         |  | Skillsharing in place by summer 2016, evaluation integrated into focus groups                | Skillsharing as part of internship program  | Assoc Director, intern planning team | None                           |
| Students                         | 3 - Address DEI issues in environmental organizations in society | Updated curriculum in place by summer 2016, evaluation integrated into focus groups          | Focus on vocational training; networking with mission-related groups                      | Assoc Director, intern planning team | None                           |

**VII.**



| IV. C. Promoting an Equitable and Inclusive Community |  |   |  |                                 |                                  |
|---|--|---|--|---------------------------------|----------------------------------|
| Key Constituency                                      | Strategic Objective  | Measures of Success                                       | Detailed Actions Planned (measurable,                                | Group/ persons                  | Resources needed (if applicable) |
| All constituencies                                    | 1 - Create a culture and environment of inclusivity and equity | Updated strategic plan by 8/31/2016                       | Integrate DEI goals & actions into our strategic plan                | Director, all staff             | None                             |
|   |  | Plan in place by 6/30/17                                  | Establish a plan for conflict resolution                             | Assoc Director, DE&I committee  |                                  |
| Public  |  | Recommendations available by 3/31/2017                    | Conduct market study   | Assoc Director                  | Funding for market study         |
|   |  | Plan in place by 6/30/17                                  | Create goals for increased diversity on our campaign committee       | Development director            |                                  |
| Staff   |  | All staff will have participated in training by 6/30/2017 | Cultural sensitivity training for staff                              | Assoc Director                  | None                             |
| Faculty   |  | Plan in place by 6/30/17                                  | Create goals for increased use of our programs among diverse faculty | Director, Univ Svcs Coordinator |                                  |



Matthaei Botanical Gardens & Nichols Arboretum

| IV. D. Service                  |   |  |  |                                      |   |
|---------------------------------|---|--|--|--------------------------------------|---|
| Key Constituency                | Strategic Objective   | Measures of Success  | Detailed Actions Planned (measurable,  | Group/ persons                       | Resources needed (if applicable)  |
| Students and all constituencies | 1 - Remove transportation barriers  | Fundraising for trail complete and construction begun by 6/30/2017 | Actively seek funding from private donors and grantors to bridge the funding gap to build the shared use trail | Assoc director, development director | Bridge funding to close the funding gap for trail construction (from \$0 to \$2M; likely to be \$300K based on current estimates) |
| Students and all constituencies |   | Bus line in place by 6/30/2018                                     | Advocate for a public bus line to Matthaei   | Director, assoc director             | Provost's Office to direct Parking & Transportation to establish an AATA or U-M bus line to Matthaei                              |
| Public                          | 2 - Provide exhibits and outreach that invite participation and increase mutual understanding | Event completed in FY2017  | Offer the Peony Blossoms & Pure Melodies event   | Assoc director, outreach svcs lead   | None  |
| Public                          |   | Labeling completed in FY2017                                       | Complete Anishinaabek labeling in Great Lakes Gardens  | Assoc director, University svcs lead | None  |



## Matthaei Botanical Gardens & Nichols Arboretum

### Plans for Supporting, Tracking and Updating the Strategic Plan

Matthaei-Nichols developed a three-year strategic plan in January of 2015 for the period of September 1, 2015 through August 31, 2018. Included as part of that plan was an action step to update our strategic plan every January through April to extend it a year, removing completed action items, adding new ones and updating our mission, vision and priorities if necessary. With the introduction of the DE&I five-year planning horizon, we have modified our strategic planning process to increase the timeline from three to five years, and to provide for updating the DE&I plan as well as our strategic plan each year. The DE&I planning action steps have been integrated into our strategic plan.

With regard to tracking our progress on the plan, we have a dashboard that is an agenda item every other week during our managers meetings. The dashboard lists each strategic planning objective with the target completion date and person responsible, and indicates whether the objective is green (on track), yellow (needs attention to be completed on time) or red (imminent serious failure to meet the objective). Focus of discussion for the managers is how to respond to the yellow and red items. Response may include directing more collaborative resources to the objective, modifying the objective (for example, by extending the timeline), or tabling the objective if it no longer makes sense. Because the DE&I objectives are now integrated into our strategic plan, monitoring them will be integrated into this process.