Diversity, Equity and Inclusion Strategic Plan
Five-Year Strategic Objectives, Measures and FY18 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 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, 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.
II. Implementation Highlights and Planning Process Used

Planning Leads
Karen Sikkenga, Associate Director
Heather Hunter, HR Coordinator

Year One Implementation Highlights:
Our Year 1 implementation went very well. In order to ensure success, our DE&I goals were incorporated into our Strategic Plan. This allowed us to monitor our Action Items and hold our Accountable Person(s)/Groups to this annual timeline. This was successful and we are proud to share that we were able to complete or make significant progress on every Year 1 Action Item.

To establish a culture and environment of inclusion and equity in our organization, we:
- Established DE&I as one of our four Transformative Goals.
- Integrated our DE&I Action Items into our Strategic Plan.
- Hosted Unconscious Bias Training and required all staff to attend.
- Watched the Diversity Basics video at a required All Staff meeting.
- Incorporated creating an inclusive environment into our Intern Supervisor Training.
- Hosted an All Intern focus group and assessed our climate from a student perspective.
- Hosted an All Staff focus group to assist in setting our Year Two goals.
- Shared campus resources with All Staff and encouraged discussing grievances.
- Addressed DE&I violations in a timely and appropriate manner ensuring compliance.

Campus-wide initiatives- to participate actively in campus-wide DE&I initiatives, we:
- Had at least one of our two DE&I Implementation Leads participate in DEI ILG meetings, trainings and conferences and reporting back to the organization as appropriate.
- Hosted the Wolverine Pathways program exposing underserved children from SE Michigan to nature education. Environmental organizations tend to have low diversity and we feel that engaging children early on is key to increasing diversity in the future.
- Exposed the WP families to our organization encouraging future engagement.

Hiring- to encourage diversity in applicant pools and ensure bias-free hiring, we:
- Simplified the technical language, reduced the Required Qualifications and added our commitment to diversity in our job postings to encourage more people to apply.
- Used a weighted rubric to evaluate each candidate’s translatable skills and potential.
- Had at least two people score applications and conducted interviews with well-rounded panels to remove bias from assessment.
- Hired 7 new FTEs this past year and successfully increased the cultural diversity of our staff while hiring the most qualified applicants.
- Streamlined our summer intern application process to make it easier for students to apply and nearly doubled the amount of applications we received.

Student programs- to engage a more diverse population of U-M students, we:
- Identified that a key avenue to our organization is through the Campus Farm.
- Created a new FTE Campus Farm Manager position and hired a highly skilled individual to increase student exposure to and participation in the Campus Farm activities.
- Encouraged a culture that is passionate and engaged in everything from agriculture to social justice issues attracting a diverse group of students from across campus.
Invited student volunteers to join in other programs and apply for open positions.

Performed outreach at events such as the LSA Social Justice Fair, M-STEM and Bridge Program to share our programs and job opportunities with students across campus.

Explored alternative, low cost transportation options for students to easily get to Matthaei. We offer taxis and ride sharing for student employees or volunteers and are opening a recreational trail that connects Matthaei to central campus and the community.

Nature Academy Interns- to build DE&I skills in our interns, we:

- Held a DE&I meeting where the interns learned about our Implementation Goals and were invited to propose feedback and ideas based on their experience with us.
- Had several interns working on Year 1 Action Items and projects related to DE&I.

To ensure our increasingly diverse group of interns are set up for success, we:

- Hosted several skill building and professional development workshops.
- Offered resume reviews and shared potential career opportunities.
- Assigned individual projects and hosted a poster session to build the intern’s project management and presentation skills and to develop a portfolio of sample work.

Creating cultural exhibits- to promote mutual understanding across cultures, we:

- Made significant progress on labeling the Great Lakes Gardens exhibit in Anishinaabek. We are working with Native cultural representatives all around the Great Lakes region to ensure mutual understanding throughout this project and anticipate completion soon.
- Worked with Native cultural representatives to preserve regional Heritage Seeds.
- Cohosted a Peony Blossoms and Pure Melodies concert with the Confucius Institute to share the cross-cultural significance of peonies and enjoy traditional Chinese music.

Barriers to Inclusion- to remove physical barriers to our programs and landscapes, we:

- Installed an accessible ramp that connects our west lobby, staff hallway and front lobby. Until this ramp was installed, people with limited mobility had to exit the building and use an outdoor sidewalk. This was cumbersome and not inclusive.
- Constructed a multi-use recreational path that connects Matthaei Botanical Gardens to Central Campus, Ann Arbor and the surrounding communities opening up our programs and landscapes to students, pedestrians and cyclists.

Key takeaways from Year 1 implementation:

1. Incorporating the DE&I goals into our Strategic Plan was a successful way to ensure that our Action Items were completed in a timely manner.
2. Our organization is very engaged and full of ideas- giving everyone an opportunity to share their thoughts on goal setting and implementation generates great ideas and leads to more participation and success.
3. Celebrating our successes and sharing progress with the organization on a more regular basis will keep people informed, engaged and energized to complete this important work.
Planning Process Summary – Year 2

Our year 2 planning process for updating the DE&I strategic much simpler than the year one process. It included:

- Review of FY17 goals with departmental managers to understand the status of each objective and update as necessary
- Completion of the staff climate survey (we had close to 100% participation)
- Temporary and student staff members who were not eligible to participate in the climate survey were invited to one-on-one meetings with the planning leads; three temporary employees scheduled meetings
- Conducted a DE&I plan focus group with 35 student interns and all regular and temporary staff members to identify DE&I objectives for FY18

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:

- 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:
Matthaei Botanical Gardens & Nichols Arboretum

• 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 connecting the Gardens to Campus or the local community. In October 2017, we are opening a hiking-biking trail that will make it possible for students to ride their bikes from campus or from the nearest bus stop (two miles away).

Lack of diversity among regular staff was identified as a key weakness in year-one planning. Although normally we have very low turnover, we did have a few positions turn over in FY17 and we had some success in attracting and hiring minorities. We hope our more inclusive hiring practices will continue this trend. Similarly, we had more success hiring minority student interns thanks to our new hiring practices.

Opportunities:

• The Campus Farm and associated programs has become a model both of sustainable agriculture and outreach for diversity, equity and inclusion. 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
Threats:

- Lack of safe 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 Matthaei-Nichols staff, interns, volunteers and visitors mirroring the population of SE Michigan by putting DE&I at the center of our recruitment, hiring and retention practices.

Measures of Success:
Our volunteer team will grow to become more diverse and no volunteers are ever turned away due to a lack of accommodations. Increase the number of student volunteers.

Constituency: Volunteers

FY18 Actions:

1. Include DE&I messaging in all volunteer recruitment, training and work day introductions.
2. Increase the opportunities available to differently abled volunteers by creating an ongoing list of less physical activities, improving greenhouse workspaces, including outdoor work options that are close to buildings or parking lots, and accommodating those who cannot stand for long periods of time by bringing a chair along on work days.
3. Explore different recruitment strategies, work locations, times, working with student groups, etc.
4. Explore the possibilities of creating a student lead volunteer group for other Garden and Arb spaces modeled after the Friends of the Campus Farm.
5. Ensure that DE&I policies are understood by volunteers and set an expectation of compliance.

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 will continue to partner with Wolverine Pathways to bring middle/high schools students to our properties

FY18 Actions:
• Continue working 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)
• 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

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)
A more diverse population of students will become engaged at the Farm. People will learn about social justice issues through the lens of food and farming. For our student awards, raise the number of applicants for student awards and increase the diversity of the applicant pool.

FY18 Actions:
• Explore ways to spread the message of food justice and DE&I using the Farm as a stage.
• 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)
• Increase availability of virtual tours to provide access to our programs for those with transportation challenges
• Advertise student awards to current or former interns and work study students.
• Increase marketing to reach all students who are eligible to apply. Efforts could include posting flyers, sending messages to recognized student groups, and reaching out to professors to share with the students in their network.
• Use the tools we have established to eliminate bias in new hires as we determine the winner of each award.

Primary DE&I Goal: Inclusion

Other applicable domain: Inclusive Community

Five-Year Strategic Objective 2
Build DE&I skills among our student interns.

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 Objectives 2 & 3)
Increased numbers of student interns coming to staff with questions and suggestions regarding their experiences and visitor experiences as women or minorities interacting with the Arb & Gardens.

FY18 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
- DE&I workshop for students offered in FY2018 and evaluated as part of our annual student focus groups
- Skill sharing, multi-cultural day in place in FY2018 and evaluated as part of annual student focus groups
- Take timely action on questions and suggestions raised by student interns.

Primary DE&I Goal: Inclusion

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): All Matthaei-Nichols Staff will earn a wage determined by the market value of their appointment and merit earned with no discrepancies across gender, age, educational level, etc. Our organization will be comprised of culturally aware, inclusive people who grow increasingly aware of DE&I issues. Our new website will be inclusive to a more diverse audience is able to access our information leading to future visits, becoming members, or applying for job openings.

FY18 Actions:
1. Create a compensation policy to define the parameters of Market Value based wages.
2. Establish guidelines for Merit based raises and set expectations for success.
3. Implement this wage structure during the FY19 Merit cycle.
4. Schedule quarterly DE&I focused, required staff training sessions.
5. Ensure all DE&I Action Items are included in individual and team work flows.
6. Educate ourselves on conflict resolution to better respond to DE&I incidents.
7. Establish a DE&I response procedure in order to react quickly when incidents occur.
8. Ensure that our new website is navigable by people with limited vision or color blindness.
9. Ensure the new website is easily translated into different languages.
10. Host a website that can be navigated on multiple digital platforms.
11. Share website content that represents our diversity in photos, text, events and more.
12. Include language about accessibility and inclusion on our website so people feel welcome.
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.

Constituency – All constituencies will benefit

Measures of Success: (for Objective 1) Increased accessibility and an inclusive environment for our staff, faculty, students, volunteers, and visitors of all genders, ages, and physical abilities.

FY18 Actions:
1. Integrate accessibility improvements into capital requests and planning.
2. Finish the construction of the multi-use recreational, connector trail between the Botanical Gardens and the B2B trail.
3. Increase awareness of this transportation option.
4. Research additional ways to access the Arboretum and Gardens such as ride sharing, buses, bike shares, etc.
5. Request funding from the Provost’s Office to pilot public transportation options to Matthaei for two years.

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

Measures of Success: Exhibits are scheduled and attendance continually increases.

FY18 Actions:
• Host Peony Blossoms & Pure Melodies event
• Complete interpretation and labeling of plants in Great Lakes Gardens in Anishinaabek
• 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, as informed by our market study

FY19 Actions:
• Wayfinding and interpretive signs at least partly in most frequently occurring languages
Matthaei Botanical Gardens & Nichols Arboretum

- 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)
- 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

VI. Action Planning Tables with Details and Accountabilities

<table>
<thead>
<tr>
<th>Key Constituency</th>
<th>Strategic Objective</th>
<th>Measures of Success</th>
<th>Detailed Actions Planned (measurable, specific)</th>
<th>Group/persons accountable</th>
<th>Resources needed (if applicable)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff</td>
<td>1 - Progress toward engaging SE Michigan</td>
<td>Volunteer team more diverse</td>
<td>DE&amp;I messages in recruitment</td>
<td>Volunteer coordinator</td>
<td>None</td>
</tr>
<tr>
<td>Students</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Employees (including reg staff and student interns)</td>
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<tr>
<td>Employees (including reg staff and student interns)</td>
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<td></td>
</tr>
<tr>
<td>Future students</td>
<td>2 - Key site for pipeline DEI objectives of U-M units</td>
<td>Continue working with Wolverine Pathways</td>
<td>Work with Wolverine Pathways to ID how we can serve this priority</td>
<td>Visitor engagement lead, K-12 ed coordinator</td>
<td>None yet</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Group/persons accountable</th>
<th>Resources needed (if applicable)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Volunteer coordinator</td>
<td>None</td>
</tr>
<tr>
<td>Visitor engagement lead, K-12 ed coordinator</td>
<td>None yet</td>
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### IV. B. Education and Scholarship

<table>
<thead>
<tr>
<th>Key Constituency</th>
<th>Strategic Objective</th>
<th>Measures of Success</th>
<th>Detailed Actions Planned (measurable, Group/persons</th>
<th>Resources needed (if applicable)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Students</td>
<td>1 - Increase DEI in our U-M student programs</td>
<td>More diverse student engagement at Campus Farm</td>
<td>Explore use of CF as stage to spread food justice message</td>
<td>Campus Farm manager None</td>
</tr>
<tr>
<td>Students</td>
<td>2 - Build DEI skills among summer interns</td>
<td>Increased conversations about DEI experiences</td>
<td>DEI workshop as part of internship program</td>
<td>Assoc Director, intern planning team None</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Key Constituency</th>
<th>Strategic Objective</th>
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<th>Resources needed (if applicable)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff</td>
<td>1 - Close the wage gap for MBGNA staff</td>
<td>Wage equity for MBGNA staff</td>
<td>Create a compensation policy that ensure equitable pay distribution</td>
<td>Director, all staff None</td>
</tr>
<tr>
<td>Staff</td>
<td>2 - Provide DEI experiences for all constituents</td>
<td>Schedule &amp; require attendance at DEI quarterly staff training</td>
<td>Staff &amp; all Labor &amp; inclusive staff</td>
<td>Assoc Director, HR coordinator $2,000</td>
</tr>
<tr>
<td>All</td>
<td>Inclusive web site</td>
<td>Inclusive web site</td>
<td>Make the web site navigable by people with limited vision and color blindness</td>
<td>Mktg coordinator, IT project manager None</td>
</tr>
<tr>
<td>All</td>
<td>Host website that can be navigated on multiple digital platforms</td>
<td>Host website that can be navigated on multiple digital platforms</td>
<td>Mktg coordinator, IT project manager None</td>
<td></td>
</tr>
<tr>
<td>All</td>
<td>Share website content that represents diversity in photos, text etc</td>
<td>Share website content that represents diversity in photos, text etc</td>
<td>Mktg coordinator, IT project manager None</td>
<td></td>
</tr>
<tr>
<td>All</td>
<td>Include language about accessibility and inclusion in web site</td>
<td>Include language about accessibility and inclusion in web site</td>
<td>Mktg coordinator, IT project manager None</td>
<td></td>
</tr>
</tbody>
</table>

### IV. D. Service

<table>
<thead>
<tr>
<th>Key Constituency</th>
<th>Strategic Objective</th>
<th>Measures of Success</th>
<th>Detailed Actions Planned (measurable, Group/persons</th>
<th>Resources needed (if applicable)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Students and all constituents</td>
<td>1 - Remove barriers to participation</td>
<td>Increased accessibility and inclusive environment for all</td>
<td>Integrate accessibility improvements into capital planning</td>
<td>Assoc director, development director TBD</td>
</tr>
<tr>
<td>Students and all constituents</td>
<td>2 - Provide exhibits and outreach to enhance mutual understanding</td>
<td>Continual increases in number of attendees at exhibits and events</td>
<td>Request funding for pilot public transportation for two years</td>
<td>Director, Associate Director None</td>
</tr>
<tr>
<td>Community</td>
<td>1 - Extend cultural events at Great Lakes Gardens</td>
<td>Include language about accessibility and inclusion in web site</td>
<td>Alshebaek labeling Great Lakes Gardens</td>
<td>Events coordinator None</td>
</tr>
<tr>
<td>Community</td>
<td>2 - Host event to promote diversity in photos and text etc</td>
<td>Share website content that represents diversity in photos, text etc</td>
<td>Mktg coordinator, IT project manager None</td>
<td></td>
</tr>
</tbody>
</table>

### VII. 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 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.