

Matthaei Botanical Gardens & Nichols Arboretum

Diversity, Equity and Inclusion Strategic Plan Five-Year Strategic Objectives, Measures and FY20 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: "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 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

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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 Maricela Avalos, Data & GIS Specialist and David Michener, Curator

Year Three Implementation Highlights:

We are very proud to share the following highlights from Year Three:

- We created a DEI Committee consisting of 6 staff members (2 are DEI Leads) and included all staff in the process of creating the committee.
- We conducted a SWOT Analysis of our organization with input from staff, students, faculty, volunteers and community members. Various stakeholders recognized one of our strengths as being our willingness “to adapt to an ever-changing diversity of audiences” and our flexibility in taking advantage of a variety of “teachable moments.” Among the weaknesses, the lack of diversity in our staff, volunteer pool, and advisory board members was noted.
- We welcomed a group of students through College Horizons, an organization that supports the higher education of Native American students by providing college and graduate admissions workshops to American Indian, Alaska Native, and Native Hawaiian students/participants from across the nation, to Matthaei Botanical Gardens for the first time.
- We collaborated with local native communities, University and regional stakeholders to preserve and rematriate corn seeds through the Heritage Seeds Project. For the second summer in a row, we planted a collaborative garden as an early step in the successful rematriation process.
- We 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.
- We hosted a full day field study experience for the rising 8th grader cohort on July 23 from the Wolverine Pathways program exposing underserved children from SE Michigan to nature education. Organizations with an environmentally focused mission tend to have low diversity and we feel that engaging children early on is key to increasing student, employee and visitor diversity in the future.
- We hosted 4 Unit-wide staff experiences focused on DEI including unconscious bias, intergenerational workplaces, and live streams of DEI events on campus.
- We celebrated multiculturalism with a family heritage potluck for employees and interns.
- Expanded our leadership committee of Matthaei-Nichols to include not just supervisors but also an additional two at-large members to bring more voices to planning efforts. Also made committee structure more open across our organization, inviting staff members and student workers to join committees.

Key takeaways from Year Three implementation:

- Incorporating the DEI goals into our Strategic Plan continues to be a successful way to ensure that our Action Items are completed in a timely manner.
- Our organization is very engaged and full of ideas- getting our employees involved in planning and celebrating our successes when they occur generates great ideas and leads to more participation and success.

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Planning Process Summary – Year Four

Our Year 4 planning process for updating the DEI Strategic Plan included:

- DEI Leads reviewed the FY19 goals with program administrators to understand the status of each objective and update as necessary to meet our previous goals and establish new objectives for the coming year.
- We plan to focus a discussion at an all-staff meeting on DEI successes from Y3 and gather continuing input for Y4. We hope to include the student interns so they are able to provide feedback. We will also reach out to anyone that is not able to attend this meeting and make sure they can provide input.

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:

- 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

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- 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. We have been working with UM Parking & Transportation to explore transportation options and this spring sought bids from various vendors to provide on-demand transportation to the Botanical Gardens from campus. Our hope is to launch a pilot in Fall 2019.

Lack of diversity among regular staff was identified as a key weakness in year-two planning and in our recent SWOT analysis in 2019. Although normally we have very low turnover, we did have a few positions turn over in FY18 and FY19 and we had some success in attracting and hiring minorities. We hope our more inclusive hiring practices suggest by U-M Human Resources will continue this trend. Similarly, we had more success hiring minority student interns thanks to our new hiring practices. Lastly, we have experienced a major change in our unit leadership with our Associate Director having left at the end of 2018 and our Director planning to retire in 2020, so we have focused on staff reorganization and planning for a new leadership.

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, 100 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 DEI barriers and reduces effectiveness of our contribution

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- Continued accessibility challenges for our facilities and properties
- Limited 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.*

A. Hiring, Selection and Recruitment

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 DEI at the center of our recruitment, hiring and retention practices.

Measures of Success:

Our staff and volunteer team will become more diverse and familiar with our DEI policies. Increase the number of student volunteers.

Constituency: Volunteers, Staff

FY20 Actions:

- Continue to advertise staff positions broadly to encourage a diverse pool of applicants
- Continue to review our staff selection processes to reduce bias as applications are reviewed and ranked
- Explore creative strategies to increase student participation in our volunteer program.
- Explore a "Rain Garden Stewardship/Adopt-a-Rain-Garden" initiative to involve student organizations in volunteering and stewardship at the Gardens and Arboretum. We think this will engage students not currently involved.
- Begin advertising and outreach at student centers on campus, such as the multicultural and first generation student centers, to encourage a pipeline of diverse applicants

Five-Year Strategic Objective 2

Be a key site to facilitate the pipeline DEI objectives of other University units

Constituency: Future Students

Measures of Success:

Matthaei-Nichols will continue to partner with Wolverine Pathways and other campus initiatives to bring middle/high schools students to our properties

FY20 Actions:

- Continue working with Wolverine Pathways implementers to identify how we can best serve this key campus-wide priority.
- Continue hosting College Horizon students at our properties to identify how we can best serve this key campus-wide priority.
- 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

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Primary DEI Goal: Diversity

Other applicable domain: Recruitment (pipeline)

Education and Scholarship

Promoting an Equitable and Inclusive Community

B. 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 DEI at the center of our retention and development practices.

Five Year Strategic Objective 2

Build DEI skills and provide DEI experiences for our staff (including student staff and non-FTE)

Measures of Success (for Objective 1 & 2): 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 have the resources to develop into culturally aware, inclusive people who grow increasingly aware of DEI issues.

Constituency - Staff

FY20 Actions:

- To ensure pay equity, update our compensation policy to define the parameters of Market Value based wages. This includes adjustments to our student pay rates to be adjusted for school year and summer intern hires.
- Raise minimum hiring rate for summer interns to improve internship program for students from wider range of backgrounds and economic situations
- Ensure that all regular employees attend at least two annual DEI Experiences for an FTE employee (part time or short-term employees will attend a proportional amount.)

Primary DEI Goal: Equity

Other applicable domain: Hiring, Selection and Recruitment

Education and Scholarship

Promoting an Equitable and Inclusive Community

C. 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 and other student programs. People will learn about social justice issues through the lens of food and farming and general interest in the environment. For our student awards, raise the number of applicants for

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student awards and increase the diversity of the applicant pool.

FY20 Actions:

- Continue 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 mitigate unconscious bias in new hires as we determine the winner of each award.

Primary DEI Goal: Inclusion

Other applicable domain: Inclusive Community

Five-Year Strategic Objective 2

Build DEI skills among our student interns.

Five-Year Strategic Objective 3

Use our Nature Academy to address DEI 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.

FY20 Actions:

- Include a DEI related training as one of the professional development workshops that Matthaei-Nichols offers to students as part of the Nature Academy internship program.
- Evaluate the effectiveness of our DEI trainings and the overall Year 4 Plan as part of our annual student focus groups typically held in July.

Primary DEI Goal: Inclusion

Other applicable domain: Inclusive Community

D. Promoting an Equitable and Inclusive Community

Constituency: Students, Faculty, Community

Five-Year Strategic Objective 1

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Create a culture and environment of inclusivity and equity.

Measures of Success (for Objective 1): Our organization will be comprised of culturally aware, inclusive people who grow increasingly aware of DEI issues.

FY20 Actions:

- Explore strategies to increase the diversity of 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.
- Schedule at least two Unit hosted, DEI focused, required employee training sessions.
- Ensure that all regular employees attend at least two annual DEI Experiences for an FTE employee (part time or short-term employees will attend a proportional amount.)
- Ensure all DEI Action Items are included in individual and teamwork plans.
- Share website content that represents our diversity in photos, text, events and more.
- 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.
- Set the expectation that Volunteer Captains leading teams of volunteers will assist regular staff in ensuring an inclusive and equitable environment at work days, volunteer events and the general atmosphere of Matthaei-Nichols.

Primary DEI Goal: Equity, Inclusion

E. Climate Enhancing Activities

Five-Year Strategic Objective 1

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.

Constituency – Staff

Measures of Success (for Objective 1): All Matthaei-Nichols Staff and community will be culturally aware, inclusive people who grow increasingly aware of DEI issues, and foster a safe environment.

FY20 Actions:

- Support unit-level participation in mandatory training.

Primary DEI Goal: Equity, Inclusion

F. Pathways for Conflict Resolution

Five-Year Strategic Objective 1

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

Constituency – Staff

Measures of Success (for Objective 1): Results of periodic climate assessment surveys.

FY20 Actions:

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- Continue to have management 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.
- Continue to encourage staff to report concerns for resolution to management and/or the Office of Institutional Equity (OIE), as needed.
- Continue to use anonymous reporting tool created for Matthaei-Nichols staff to submit DEI Comments and become aware of University reporting resources and tools

Primary DEI Goal: Equity

Other Applicable Domains: Recruitment, Retention, and Development

G. 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. Our facilities will become a welcoming space for all who visit.

FY20 Actions:

- Integrate accessibility improvements into capital requests and planning.
- Increase awareness of our multi-use recreational connector trail.
- Research additional ways to access the Arboretum and Gardens such as ride sharing, on demand ride services, self-driving cars, buses, bike shares, etc.
- Pilot new program to provide on-demand transportation from campus to Botanical Gardens initially with existing funds and requesting additional funds from the Provost's office if necessary to continue program.
- Research ways to increase the use of our building spaces for hosting student groups, community meetings, study days, and more.
- Make recommendations for trail accessibility and communications about trail steepness and conditions 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.

Primary DEI 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

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

FY20 Actions:

- 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 or the Diversity Summit.
- Incorporate native edible foods in edible landscape displays at Strawbale building at the Campus Farm as part of collaborative project with Dow Sustainability Fellows.
- Extend our calls for art more broadly to invite more participation, such as extending calls to include minority arts organizations, as informed by our market study.
- Increase cultural input on collections such as the Bonsai & Penjing Garden and Peony Garden to ensure authenticity of our interpretation and displays.
- Research the connection between plant collections and different cultures and how this can encourage participation in our community.
- Create 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).
- Provide brochures and maps in large print.

Primary DEI Goal: Inclusion

Other applicable domain:

Recruitment, Retention and Development

Education and Scholarship

Promoting an Equitable and Inclusive Community

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

Diversity

- Racial composition of staff increases in diversity
- Recruit, retain, and support a diverse community of staff, students, and faculty
- Age of staff members (generation cohort)

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

Climate Survey Indicators

- Satisfaction with unit climate/environment in work unit
- Semantic aspects of the general climate of UM campus overall
- Semantic aspects of the DEI climate of UM campus overall
- Feeling valued in work unit

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- Feeling of belongingness in work unit
- Assessment of work unit commitment to diversity, equity, and inclusion
- Perceptions of equal opportunity for success in work unit
- Feeling able to perform up to full potential in work unit
- Feelings of professional growth in work unit
- Feelings of discrimination in work unit



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Action Planning Tables with Details and Accountabilities

A. Hiring, Selection and Recruitment,						
Key Constituency	Strategic Objective	Measures of Success	Detailed Actions Planned (measurable, specific)	Group/ persons accountable	Resources needed (if applicable)	Person(s) Responsible
Volunteers	1 - Progress toward engaging SE Michigan	Volunteer team more diverse	DEI messages in recruitment	Volunteer Coordinator	None	Christine Chessler-Stull
Student Volunteers		Increase number and diversity of student volunteers	Create student organization-driven volunteer opportunities	Volunteer Coordinator with staff	None	Christine Chessler-Stull
Student Volunteers		Increase number and diversity of student volunteers	Advertise in student centers on campus	Marketing Coordinator, HR Coordinator, DEI Leads	None	Mooney, Joe and Liz Glynn, Maricela Avalos
Student Volunteers		Increase number and diversity of student volunteers	Explore strategies to increase student participation in volunteer program	Volunteer Coordinator	None	Christine Chessler-Stull
Volunteers		More inclusive environment	Volunteer Captains will enforce our DEI policies	Volunteer Coordinator and Volunteer Captains	None	Christine Chessler-Stull
Future students	2 - Key site for pipeline DEI objectives of U-M units	Continue hosting Wolverine Pathways	Work with Wolverine Pathways to ID how we can serve this priority	Chief Administrative Officer, K-12 Ed Coordinator	None yet	Betz, David and Liz Glynn
Future students		Continue hosting College Horizons	Work with College Horizons organizers to ID how we can serve his priority	Curator, Campus Farm Manager, ARC Team	None yet	Michener, David and Jeremy Moghtader
Faculty and Staff			Explore options for serving DEI goals of other U-M units	Director, ARC Team Lead, Marketing Coordinator	None yet	Grese, Bob and David Michener, Joe Mooney

B. Retention and Development						
Key Constituency	Strategic Objective	Measures of Success	Detailed Actions Planned (measurable, specific)	Group/ persons accountable	Resources needed (if applicable)	Person(s) Responsible
Staff and Faculty	1 - Put DEI at center of retention and development practices	Wage equity for MBGNA employees	Update compensation policy to ensure pay equity	Director, all staff	None	Grese, Bob and team
			Raise minimum hiring rate for summer interns	Chief Administrative Officer	None	Betz, David
Staff	2 - Build DEI skills and provide DEI experiences	Culturally aware, inclusive employees	Regular employees will attend 2 DEI experiences a year	All Staff	None	All Staff

C. Education and Scholarship						
Key Constituency	Strategic Objective	Measures of Success	Detailed Actions Planned (measurable, specific)	Group/ persons accountable	Resources	Person(s) Responsible
Students	1 - Increase DEI in our U-M student programs	More diverse student engagement at Campus Farm	Continue to use Campus Farm as stage to spread food justice message	Campus Farm Manager	None	Moghtader, Jeremy
Students		More student visitors	Low cost transportation	Director	None	Grese, Bob
Students		More diverse student applicants for student prizes	Extend invitations to apply for internships to MSTEM and Summer Bridge students	Campus Farm Manager	None	Moghtader, Jeremy
Students		More former student employees will apply	Advertise with former student interns	Nature Academy Coordinator	None	Nature Academy Coordinator
Students		More students apply	Increase marketing efforts to all students	Marketing Coordinator	Minimal	Mooney, Joe
Students		A more diverse and talented student workforce	Use bias eliminating tools in making student awards	Director, Curators	None	Grese, Bob and Curators
Students	2 - Build DEI skills among summer interns	Increased conversations about DEI experiences	DEI workshop as part of internship program	Intern Planning Team	None	Intern Planning Team
Students		Useful feedback from students	DEI focus group follow up	Director, Intern Planning Team	None	Bob Grese and Intern Planning Team
Students		Engaged, thoughtful discussions, increased communication	Timely action on DEI questions and suggestions from students	Intern Planning Team, DEI Committee	None	Intern Planning Team, DEI Committee

D. Promoting an Equitable and Inclusive Community						
Key Constituency	Strategic Objective	Measures of Success	Detailed Actions Planned (measurable, specific)	Group/ persons accountable	Resources	Person(s) Responsible
Employees (including reg staff and student interns), Community	1 - Create a culture and environment of inclusivity and equity	Increased diversity in Vision Leaders Group	Explore ways to increase diversity and recruit new members for the Vision Leaders Group	Director, Director of Development	None	Grese, Bob and Meredith Olson
Employees (including reg staff and student interns)		Culturally aware, inclusive employees	Support DEI Committee	Director, DEI Leads	None	Grese, Bob and Maricela Avalos, Liz Glynn
Staff and Faculty		Culturally aware, inclusive employees	Ensure all FTE employees attend a total of 2 DEI trainings per year (prorated, as needed)	DEI Leads, DEI Committee	None	Avalos, Maricela and Liz Glynn
Staff, Faculty and Students		Completing annual DEI goals	Include DE&I goals in individual work plans	Director, all supervisors and staff	None	Grese, Bob and team leads
All		Inclusive website	Share website content that represents diversity in photos, text etc.	Marketing Coordinator, IT Project Manager	None	Mooney, Joe and IT Project Manager



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E. Education and prevention of sexual harassment and misconduct						
Key Constituency	Strategic Objective	Measures of Success	Detailed Actions Planned (measurable,	Group/ persons	Resources	Person(s) Responsible
Employees (including reg staff and student interns), Community	1 – Education on sexual harassment and prevention of sexual misconduct to promote safe environment	Increased awareness and a safe environment	Support unit-level participation in mandatory training.	Director, DEI Leads, DEI Committee	None	Grese, Bob and DEI Committee

F. Pathways for Conflict Resolution						
Key Constituency	Strategic Objective	Measures of Success	Detailed Actions Planned (measurable,	Group/ persons	Resources	Person(s) Responsible
Staff	1 – Ensure staff understand and feel free to report conflicts and concerns	Results of periodic climate assessment surveys	Management reach out to staff about concerns via check-ins, informal meetings	Director, Managers	None	Grese, Bob and managers
			Encourage staff to report concerns for resolution to management or OIE	Director, Managers	None	Grese, Bob and managers
			Use anonymous reporting tool to submit DEI comment and access U-M resources and tools	All Staff	None	All Staff

G. Service						
Key Constituency	Strategic Objective	Measures of Success	Detailed Actions Planned (measurable,	Group/ persons	Resources	Person(s) Responsible
All	1 – Remove barriers to participation	Increased accessibility and inclusive environment for all	Integrate accessibility improvements into capital planning	Director, Director of Development	TBD	Grese, Bob and Meredith Olson
All		More people enjoying the trail	Increase public awareness of multi-use recreational connector trail	Marketing Coordinator	None	Mooney, Joe
All, especially students		Less barriers for students and visitors to access our programs and landscapes	Research alternative transportation options	ARC Team Lead	None	Michener, David
All, especially students		Less barriers for students and visitors to access our programs and landscapes	Request funding for pilot public transportation for two years	Director	None	Grese, Bob
Students		More student engagement	Research ways to increase the use of our building spaces for hosting student groups, study days, etc.	ARC Team Lead	None	Michener, David
All		Increased accessibility and inclusive environment for all	Make recommendations for trail modifications to increase accessibility at the Arb and Gardens, especially the Peony Garden	Director, Curator and Facilities	None	Grese, Bob, David Michener and Elizabeth Spencer
Community	2 - Provide exhibits and outreach to enhance mutual understanding	Increased number of attendees at exhibits and events	Peony Blossoms & Pure Melodies	Events Coordinator	None	Ford, Alexis
Community		Greater awareness of Anishinabek culture and connections to our landscapes	Anishinabek labeling Great Lakes Garden	ARC Team Lead and Curator	None	Michener, David
All		Increased connection to campus community, increased DEI engagement	Participation in campus DEI initiatives such as African-American History month and/or Diversity Summit	Events Coordinator	None	Ford, Alexis
Community		More diverse art exhibits	Extend calls for art more broadly	Events Coordinator	None	Ford, Alexis
All		More accurate and culturally sensitive exhibits	Increase cultural input on plant collections such as the Bonsai and Peony collection	Curators, Director	None	Grese, Bob and curators
All		More accurate and culturally sensitive exhibits	Research the connection between plant collections and different cultures	Curators, Director	None	Grese, Bob and curators
Community		More inclusive environment	Create wayfinding and interpretive signs in frequently occurring languages	ARC Team Lead	TBD	Michener, David
Community		More inclusive environment	Offer brochures, newsletters and other public materials in most frequently occurring languages	ARC Team Lead	TBD	Michener, David
Community		More inclusive environment	Provide brochures and maps in large print	ARC Team Lead	TBD	Michener, David

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Plans for Supporting, Tracking and Updating the Strategic Plan

Matthaei-Nichols developed a five-year strategic plan in June of 2018 for the period of September 1, 2018 through August 31, 2023. 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 DEI 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 DEI plan as well as our strategic plan each year. The DEI 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 DEI objectives are now integrated into our strategic plan, monitoring them will be integrated into this process.