II. Planning Process Used

Planning Lead:
Dorceta E. Taylor, Professor and Director of Diversity, Equity, and Inclusion

Planning Staff:
Samantha Shattuck, Program Manager and Alumnus

SNRE’s DEI Committee:
Professors Mary Carl Hunter, Ivette Perfecto, and Brad Cardinale
Sara O’Brien – Director of Office of Academic Affairs
Kela McClure – Director of Human Resources
Elena Huisman – Diversity Representative of the Student Government.

Planning Process Timeline:

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Planning Process Summary

1. Establish DEI taskforce in **April 2015**
   a. Appoint a Director of Diversity, Equity, and Inclusion
   b. Select a Diversity, Equity, and Inclusion Committee.

2. Committee Charge and DEI Activities in **August 2015**
   a. First meeting to find out about the DEI mission and strategic plans
   b. Conduct inventory of SNRE diversity activities
      o Ask all SNRE faculty, research scientists, postdocs, and staff to report on diversity activities they are engaged in or are aware of in SNRE
      o Submit report on diversity inventory to the SNRE Dean and Provost’s office
      o Use information gleaned from diversity inventory as baseline from which to
consider expanded DEI activities for 2015-2016 academic year.

3. Information Gathering - September to December 2015
   a. Attend regular meetings of the Academic Affairs Diversity Planning Group
   b. Conduct research on appropriate data collection instruments
   c. Find out from other units what worked well and what did not.

4. Staffing and Setting up the DEI Office
   a. Apply for funding for DEI activities and part-time staff position in October 2015
   b. Funding approved and staff hired in December 2015

5. Develop SNRE DEI charge document in November 2015
   a. Submit Charge document to SNRE Dean’s office and Provost’s office on November 30, 2015.


We took the following steps to collect and share data on the state of DEI in SNRE. We collected several types of data from the following four key stakeholder groups – students, alumni, staff, and faculty. This multi-method approach is consistent research practices elsewhere, but it also provide brave spaces for participants to engage in sensitive information-gathering processes. Surveys were administered to the four groups. These were designed in and administered through the Qualtrics platform. Statistical analyses were conducted in SPSS 23 while graphics were designed in Excel.

   a. Students
      o Collect and analyze historical student application and matriculation data from the Rackham Graduate School and from SNRE’s Office of Academic Programs (OAP) from September 2015 to February 2016.
         ▪ Use trends to inform questions on the climate survey and discussions in the town hall and focus groups gatherings.
      o Student Climate Survey
         ▪ Develop student climate survey and pretest instrument in September 2015
         ▪ Administer survey to students from October 5 to December 15, 2015
         ▪ Analyze responses and distribute to DEI committee, and associate deans on January 24, 2016.
      o Student Town Hall – held on January 25, 2016
         ▪ Share the results of student climate survey
         ▪ Conduct facilitated crowd-sourcing activity from the “Liberating Structures” toolkit; external facilitators were used

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Have group discussion about diversity and priorities for improving DEI in SNRE

Get report from facilitators about the outcome of the town hall discussion

- Student Focus Groups – held February 17-26, 2016
  - Eight facilitated focus groups were conducted by external facilitators. They were organized by the following themes: doctoral students; lesbian/gay/bisexual/transgender/questioning students; students of color; international students; landscape architecture/behavior, education, communication/environmental informatics students; non-traditional students; environmental justice/conservation ecology students; and environmental policy and planning/sustainable systems students
  - Reports summarizing the outcome of the focus groups were drafted by the facilitators

- Informal discussion of results with students in SNRE
- Make draft DEI report available to alumni on SNRE Intranet in April 2016
- Hold DEI strategic plan review and listening session. April 21 & 22, 2016.

b. Alumni

- Alumni Climate Survey
  - Develop alumni climate survey and pretest instrument in October
  - Administer survey to alumni graduating in the years 2011-2015 from October 28 to December 4, 2015
  - Analyze responses and distribute to DEI committee, and associate deans on December 20, 2016.

- Informal discussion of results with alumni currently working in SNRE
- Alumni Webinars held in April 2016
- Make draft DEI report available to alumni on SNRE Intranet in April 2016.

c. Staff

- Collect and analyze historical staff data from the University of Michigan’s Tableau system and from SNRE’s Human Resources Office September 2015 to February 2016.
  - Use trends to inform questions on the climate survey and discussions in focus groups gatherings.

- Staff Climate Survey
  - Develop staff climate survey and pretest instrument in October 2015
  - Administer survey to staff from October 26 to December 27, 2015
  - Analyze responses and distribute to DEI committee, and associate deans on February 11, 2016.

- Share results of survey with staff in February 11, 2016 staff meeting
  - Answer questions about the survey and results
- Staff Focus Groups – held March 8-18, 2016

liberatingstructures.com/33-purpose-to-practice-p2p/.
SNRE’s Diversity, Equity, and Inclusion Strategic Plan - 2016

- Two facilitated focus groups were conducted by external facilitators
  - Reports summarizing the outcome of the focus groups were drafted by the facilitators.
    - Staff session held to review, discuss, and consider strategic plans in response to the draft plan
      - Two sessions held from March 21-23, 2016
    - Informal discussion of results with staff in SNRE
    - Make draft DEI report available to alumni on SNRE Intranet in April 2016.

  1. Faculty, Research Scientists, and Postdocs
    - Collect and analyze historical faculty/research scientists/postdoc (hereinafter faculty) data from the University of Michigan’s Tableau system and from SNRE’s Human Resources Office September 2015 to February 2016.
      - Use trends to inform questions on the climate survey and discussions in focus groups gatherings.
    - Faculty Climate Survey
      - Develop climate survey and pretest instrument in October 2015
      - Administer survey to faculty from November 1 to December 15, 2015
      - Analyze responses and distribute to DEI committee, and associate deans on February 7, 2016.
    - Share results of survey at faculty meeting on February 10, 2016
    - Have facilitated faculty workshop to discuss diversity in SNRE and identify priorities and strategies for improvement
      - Report summarizing the outcome of the workshop compiled by facilitators
    - Faculty Focus Groups – held March 9-18, 2016
      - Three focus groups that were conducted by external facilitators were held for faculty; one was held for research scientists, and one was held for postdocs
      - Reports summarizing the outcome of the focus groups were drafted by the facilitators
    - Faculty sessions held to review, discuss, and consider strategic plans in response to the draft plan
      - Two sessions held from March 21-23, 2016
    - Informal discussion with faculty, research scientists, and postdocs
    - Make draft DEI report available to alumni on SNRE Intranet in April 2016.

  7. Consult with the university’s legal counsel and get feedback on draft DEI plan. March 7, 2016.

  8. Submit full draft DEI report to SNRE Executive and DEI committees. March 10, 2016.


13. Presentation and discussion of DEI activities with SNRE’s Visiting Board. April 12, 2016.


17. Final plan signed off by SNRE leadership. Fall 2016.