

Diversity, Equity and Inclusion

10-year Roadmap



Director's Introduction

I am pleased to present the Washington Sea Grant Diversity, Equity and Inclusion 10-year Roadmap. Washington Sea Grant (WSG) maintains a commitment to diversity, equity and inclusion (DEI) by pursuing diverse perspectives and enhancing cultural understanding. WSG's mission is to help people and marine life thrive by providing research, technical expertise and educational activities that support the responsible use and conservation of ocean and coastal ecosystems. We seek to forge tools, foster insights, build capacity and maintain relationships for sustainable management, enjoyment, and use of Washington's marine resources. WSG endorses and is committed to pursuing activities that advance diversity, equity and inclusion across our core functions of research, outreach, education and communications.

To fulfill this commitment to DEI, WSG works to create equitable access to resources and opportunities for Washington's diverse communities and seeks to incorporate their voices and priorities. Our values are informed by environmental justice and are based in a culture of inclusion, respect, long-term engagement, and accountability. Our commitment to DEI shapes the entire organization and its investments, practices and social interactions, and is guided by this 10-year Diversity, Equity and Inclusion Roadmap that outlines goals, strategies and outcomes for what we aim to achieve over the next 10 years.

The WSG leadership team and staff provided valuable insight and guidance on this document, which was formally adopted on April 14, 2020. WSG maintains this as a living document to be continually reviewed and updated. We are grateful for our colleagues at the University of Washington and the National Sea Grant DEI network, who helped to guide us in this effort. We adapted content from both the University of Washington Diversity Blueprint and the National Sea Grant DEI Vision in developing our Roadmap, in order to be responsive to and consistent with the institutions in which we work.

WSG acknowledges the WSG DEI Workgroup and Roadmap subgroup for their invaluable roles developing this document. The WSG DEI Workgroup first initiated a visioning process in June 2018 with the question: In ten years, what does DEI look like at WSG? Participants in the initial Workgroup included nearly half of our staff, and were fully supported by the WSG

leadership team throughout the process. In addition to developing the Roadmap, the Workgroup continues to facilitate and sponsor a number of staff trainings, resources, and programmatic support related to DEI, and contributes to creating a culture of inclusion at WSG.

The Roadmap contains thirteen goals addressing the work and people who make up WSG. The strategies are designed to achieve outcomes consistent with each goal. Eight outcomes have been identified as short-term priorities. These include, in part:

- ◆ WSG's mission and strategic plan reflect DEI as a core value and philosophy
- ◆ WSG has regularly-collected metrics for evaluating progress toward DEI goals
- ◆ WSG staff, fellows, students, advisory committee members and program participants (current and future) feel that WSG is a space where they belong

WSG is thrilled to be on a path toward building and sustaining a culture where WSG staff, partners and Washington's coastal communities are able to bring their full selves to every WSG endeavor. We aim for everyone to feel that they belong within our organization and programs.

Sincerely,



Russell Callender, WSG Director

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Terms and Definitions

Diversity: Demographic representation and appreciation of individual, social, economic, and cultural differences. WSG embraces individuals of all ages, races, ethnicities, national origins, gender identities, sexual orientations, abilities, cultures, religions, citizenship statuses, marital statuses, education levels, job classifications, veteran status, income, and socioeconomic statuses.

Equity: A state, quality, or ideal of being fair and just. WSG provides all individuals and communities with the opportunity to participate in and have access to WSG programs, and to be heard in decision-making processes. WSG is committed to fair and just opportunities for all persons. WSG works to challenge and respond to bias, harassment and discrimination.

Inclusion: A state, quality, or ideal of being a part of a group or structure where the inherent worth and dignity of all people are recognized and respected. WSG is committed to building inclusive programs that serve people with unique backgrounds, needs, perspectives, and ways of knowing. WSG cultivates a sense of belonging among all staff, partners, and communities served.

Underserved/Underrepresented: Underserved communities and individuals are those that have experienced low levels of access to WSG programming, while underrepresented communities and individuals refer to persons for whom representation in WSG programs is smaller than that of the general population. This includes people of color, immigrants and refugees, Indigenous peoples, people with disabilities, people within the LGBTQ+ community, and low-income people.

List of Acronyms

- DEI – Diversity, equity and inclusion
- TLK – Traditional and local knowledge
- WA – Washington State
- WSG – Washington Sea Grant
- UU – Underserved/underrepresented
- UW – University of Washington

Roadmap Format

The Roadmap is formatted in three main constructs. First, we have identified thirteen goals for WSG to advance in our DEI efforts within the next ten years (see table, following page). Second, we have established a set of strategies that align with working toward each goal. Finally, we developed a set of outcomes based on what we would expect to see when we achieve our goal through the outlined strategies. We have also identified whether we would expect to accomplish an outcome in the short, mid, or long-term. The goals, strategies and outcomes are arranged in sections that reflect the work areas of WSG: staff and organizational processes; outreach programs; research; education, fellowships, and workforce development; and communications.

Washington Sea Grant recognizes the critical work of the WSG Diversity, Equity and Inclusion 10-year Roadmap authors:

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As well as the remaining WSG DEI workgroup members for their input and review: **Jeff Adams, Jackson Blalock, Russell Callender, Meg Chadsey, Katy Curtis, Emily Grason, Eileen Herman, Samantha Larson, Amy Linhart, Nancy Nguyen, Deborah Purce, Alex Stote and Maile Sullivan.**

Thank you to the remaining WSG leadership and staff for participating in the strategy development and review of the Roadmap, to the WSG communications team for helping to make the Roadmap accessible and available for all audiences, and **Robyn Ricks** for designing the Roadmap icons.



The DEI Workgroup is comprised of more than half of WSG staff, including those pictured here. Clockwise: Melissa Watkinson, Russell Callender, Maile Sullivan, Melissa Poe, Karen Morrill-McClure, Meg Chadsey, Deborah Purce, Kate Litle

WSG Staff and Organizational Processes

WSG works within an ocean and coastal environment that strongly influences the state's economy, culture, and residents. WSG works actively with communities, managers, and businesses to strengthen understanding and encourage sustainable use of the region's resources. WSG's commitment to DEI includes transforming the internal culture and practices across the organization to better conduct our work across Washington communities.

WSG commits to DEI in carrying out its vision and values as a practice in organizational excellence.

GOAL 1

Strategies:

- ◆ WSG creates a robust and visible DEI vision and values statement, and ensures that these values are integrated across organizational programs and activities.
- ◆ WSG develops and sustains a DEI workgroup that invites and includes participation from WSG staff and leadership.
- ◆ WSG creates, adopts and implements a 10-year Roadmap.
- ◆ WSG invests in and expands DEI-related activities and resources available to staff, fellows, students and advisory committee members.
- ◆ WSG leadership supports and encourages engagement in activities to meaningfully discuss DEI topics.
- ◆ WSG DEI workgroup creates and maintains a DEI best practices guide for staff, develops a process to share feedback, and WSG leadership encourages staff to adopt those DEI best practices.

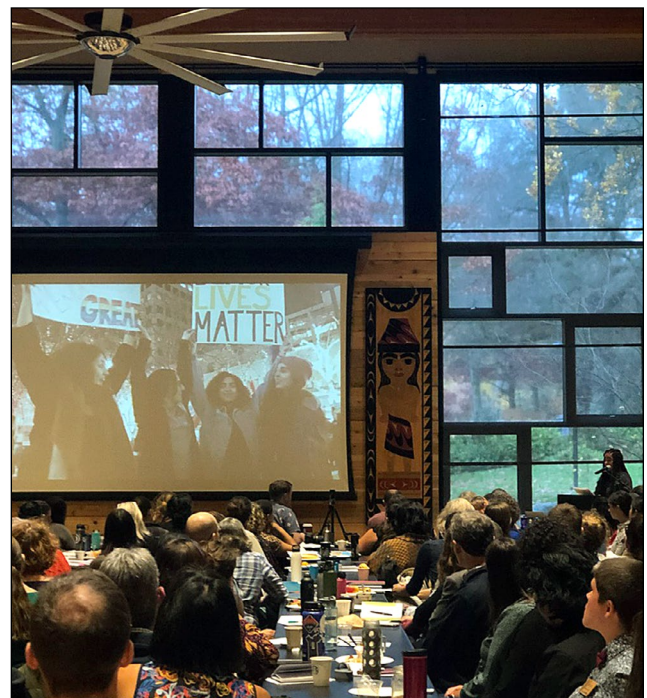
Outcomes:

- ◆ WSG's mission and strategic plan reflects DEI as a core value and philosophy (short-term).
- ◆ WSG has a core group of staff, including participation from the leadership team, who are committed to the implementation of the DEI 10-year Roadmap (short-term).
- ◆ WSG staff, fellows, students and advisory committee members learn and apply effective practices for engaging diverse populations (mid-term).
- ◆ WSG staff implement best practices of DEI (mid-term).
- ◆ WSG is recognized locally and nationally as a leader in creating equitable access to resources and opportunities across WA's diverse communities (long-term).
- ◆ WSG is a leading organization on environmental justice and DEI-related projects in marine and maritime issues, and a trusted partner for community-based organizations (long-term).



Above: SSEC Committee - The Advisory Committee members of the Salish Sea Equity and Justice Symposium.

Right: SSEC Keystone - Keystone Speaker, Hannah Wilson, at the Salish Sea Equity and Justice Symposium, November 2019.



WSG is welcoming and inclusive.

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Strategies:

- ◆ WSG staff engages in best practices of active listening and engagement, and adopts inclusive and respectful DEI terms and guidelines.
- ◆ WSG develops community guidelines to outline best practices for inclusive engagement and that reflect our DEI values and commitments.
- ◆ WSG shares community guidelines with partners and encourages them to adopt best practices for inclusive engagement.
- ◆ WSG leadership encourages staff to add pronouns to staff contact materials such as email signature lines, name tags, website profiles and business cards.
- ◆ WSG DEI workgroup creates a culturally respectful Land acknowledgement framework and, when appropriate, WSG staff begin meetings by acknowledging the Indigenous stewards of the land and waterways.
- ◆ WSG DEI workgroup researches and implements diverse welcoming practices and seek solutions to barriers for broader participation.
- ◆ WSG leadership recognizes the importance of taking time for reflection on our individual work and its alignment with WSG DEI values.
- ◆ WSG prioritizes venues that are accessible, safe and inclusive of all peoples.

Outcomes:

- ◆ WSG staff, fellows, students, advisory committee members, and program participants (current and future) feel that WSG is a space where they belong (short-term).
- ◆ WSG staff build intentional relationships with Indigenous communities and recognize traditional knowledge systems (mid-term).
- ◆ Communities and individuals who have not previously engaged with WSG feel welcome and included (long-term).
- ◆ WSG staff have the tools to make their work more inclusive and welcoming through an equity lens (long-term).

WSG attracts, retains and advances a diverse workforce and leadership.

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Strategies:

- ◆ WSG leadership utilizes UW's Staff Diversity Hiring Toolkit in all new hire opportunities.
- ◆ WSG develops hiring guidelines with specific strategies to recruit and retain employees from UU communities.
- ◆ WSG develops clear and transparent procedures for promoting and advancing WSG staff.
- ◆ WSG cultivates an inclusive workplace climate where all staff are able to bring their whole selves to work.
- ◆ WSG has adequate staff capacity to carry out mission critical functions and maintain healthy workloads.
- ◆ WSG identifies and communicates procedures for reporting incidences of bias, harassment, and microaggressions.
- ◆ WSG recruits advisory committee members from UU communities.

Outcomes:

- ◆ WSG generates an understanding of techniques to attract a more diverse pool of applicants (short-term).
- ◆ WSG hiring managers are connected to and able to reach networks and institutions that serve UU communities (short-term).
- ◆ Recruitment strategies, including within job announcements and communication products, raise awareness of WSG employment opportunities to UU communities (mid-term).
- ◆ Other institutions look to WSG as a model for DEI hiring and as a safe and inclusive workplace culture (long-term).
- ◆ WSG staff and leadership demographics reflect the diverse communities of WA (long-term).
- ◆ WSG advisory committee demographics reflect the diverse communities of WA (long-term)

WSG maintains accountability and transparency in its sustained focus on DEI.

GOAL
4

Strategies:

- ◆ WSG supervisors encourage staff to pursue and participate in DEI activities, including implementation of DEI guidelines and best practices, and include DEI action strategies in their work plans.
- ◆ WSG evaluates and assesses progress towards meeting DEI Roadmap Goals, advancing equity and reducing inequalities.
- ◆ WSG DEI workgroup co-chairs create and promote a process for internal and external WSG constituents to provide feedback of WSG's DEI efforts, and serve as point of contacts to facilitate organizational response efforts.
- ◆ WSG identifies at least one staff to participate in National Sea Grant network and UW College of the Environment DEI efforts.
- ◆ WSG makes its DEI guidelines, strategies and resources available to external partners.

Outcomes:

- ◆ WSG regularly collects metrics to evaluate individual and collective progress toward DEI goals (short-term).
- ◆ WSG has increased capacity to engage in DEI activities and promote DEI best practices across programs (mid-term).
- ◆ WSG staff who are involved in DEI initiatives receive recognition for their commitment to DEI during their performance review and promotion processes (mid-term).
- ◆ WSG has tools and information to support continuous improvement and progress toward DEI goals (mid-term).
- ◆ WSG cultivates and builds on relationships with networks and organizations that represent UU communities (long-term).

WSG supports regular training and professional development on various aspects of DEI.

GOAL
5

Strategies:

- ◆ Staff are encouraged to spend at least 30 minutes per week on self-led DEI learning.
- ◆ WSG provides training and professional development opportunities to all staff, and commits to supporting accessible remote participation.
- ◆ WSG dedicates time at staff meetings for progress toward DEI Roadmap goals.
- ◆ WSG staff develop skills to give and receive feedback on difficult DEI topics, and improve tools for mediation and restorative conflict resolution.
- ◆ WSG hosts a dedicated physical and digital library of DEI tools, webinars and resources.
- ◆ WSG extends DEI training and professional development opportunities to fellows, advisory committee members and other close partners.

Outcomes:

- ◆ WSG staff and leadership are aware of DEI professional development opportunities and demonstrate increased DEI awareness (short-term).
- ◆ WSG staff thrive as a diverse, equitable, and inclusive community through shared language and understanding of one another (mid-term).
- ◆ WSG staff, fellows and advisory committee members have the capacity and skills to effectively serve and engage with diverse communities (long-term).



SSEC Panel - panelists speaking at the Salish Sea Equity and Justice Symposium in November 2019.

WSG Outreach Programs

WSG provides scientific and technical information for use by coastal and marine communities. Our outreach programs connect Washington residents to research, information, and practical tools for sustainably using, managing, and enjoying our ocean and coastal resources.

WSG provides programming that facilitates sound, science-based decision-making that supports equal access to relevant scientific information.

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- ◆ WA's diverse communities look to WSG as an organization that reflects their voices and priorities (long-term).
- ◆ WSG programs are aligned with the needs and wants of diverse communities across WA (long-term).

Strategies:

- ◆ WSG outreach staff participates in a WSG-led assessment of the demographics of communities who are currently served and identifies gaps in delivering extension and outreach services to a broad range of people, and specifically in UU communities.
- ◆ WSG increases partnerships and programming with tribal nations.
- ◆ WSG staff develops partnerships with marine science and marine policy organizations that reflect the diversity of WA communities, including UU communities.
- ◆ WSG develops a standard process for evaluating WSG programs to identify how DEI principles are or could be incorporated into the program.
- ◆ WSG outreach programs incorporate appropriate language and content that is accessible to diverse audiences.
- ◆ WSG outreach staff dedicate focused time for training and discussion on DEI topics related to their program areas.
- ◆ WSG staff participate in one new event per year to engage with UU communities.

Outcomes:

- ◆ A broader diversity of communities and individuals have access to relevant scientific information (mid-term).
- ◆ UU communities have equitable access and opportunities to WSG programs (long-term).

WSG provides programming that facilitates sound, place-based decision-making based on relevant traditional and local knowledge.

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Strategies:

- ◆ WSG staff develops and uses a method for appropriately including TLK in WSG programs and outreach products.
- ◆ WSG staff actively seek opportunities that combine Western science and other knowledge systems.
- ◆ WSG staff partner with organizations that understand and share in cross-cultural knowledge exchange across TLK and Western sciences.

Outcomes:

- ◆ WSG programs provide opportunities for WA communities to appropriately access TLK information (long-term).
- ◆ WSG programs provide opportunities for WA communities to increase cross-cultural understanding (long-term).
- ◆ A broader diversity of community members has appropriate access to TLK (long term).

WSG Research

WSG engages in two types of research. WSG staff often participate in research programs that are led by WSG researchers or partnering organizations, typically by providing scientific or technical knowledge or expertise. WSG also funds research that is led by external researchers and partner organizations through a bi-annual request for proposals.

WSG leads research and scholarship that addresses topics of value to diverse communities and includes interdisciplinary scientific approaches and multiple ways of knowing.



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Strategies:

- ◆ WSG staff participates in a WSG-led assessment of the WSG internal research portfolio to identify gaps in topics and methods that reflect priorities and values of a broad range of people, and specifically UU communities.
- ◆ WSG staff seek opportunities to conduct research that more broadly reflects community-identified priorities and values.
- ◆ WSG encourages that internal research intentionally addresses environmental justice and DEI-related issues.

Outcomes:

- ◆ Diverse stakeholders are engaged in WSG internal research (long-term).
- ◆ Diverse communities' needs and priorities are addressed in WSG internal research (long-term).

WSG research and program development funding is inclusive of diverse and UU awardees.



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Strategies:

- ◆ WSG staff participates in a WSG-led assessment of the demographic characteristics of people and institutions who have applied for funding or who have been funded, and identifies actions to broaden the range of people engaged and funded.
- ◆ WSG Request for Proposals and Program Development grant opportunities encourage research that more broadly reflects community-identified priorities and values.

- ◆ WSG encourages funded research that intentionally addresses environmental justice and DEI-related issues.
- ◆ WSG Request for Proposals and Program Development grant opportunities encourage diversity among applicants and communities served.
- ◆ WSG provides training for staff and reviewers on issues relevant to inclusivity, including implicit bias and microaggressions.
- ◆ WSG seeks out diverse and inclusive reviewers with particular emphasis on UU individuals and early career scientists.

Outcomes:

- ◆ Diverse institutions, researchers and students, including those that have been UU in prior research portfolios, are aware of and apply for WSG research opportunities (short-term).
- ◆ WSG-funded research is responsive to diverse community needs, particularly as they relate to the environment (mid-term).
- ◆ WSG-funded researchers include members from UU communities (mid-term).
- ◆ WSG-funded research has increased participation of diverse institutions, researchers and students (long-term).
- ◆ WSG-funded investigators conduct research on topics that address diverse communities' needs and priorities (long-term).



2019 WSG Staff

WSG Education, Fellowships and Workforce Development

WSG provides training and education programs for all ages, including K-12. WSG funds and coordinates fellowships for undergraduate and graduate students, recent graduates, and early career scientists. WSG funds and coordinates marine workforce development programs to enhance the future employment opportunities in maritime industry and labor.

WSG trains and educates an environmentally literate and informed public that is inclusive and reflective of diverse populations.

GOAL 10

WSG professional development and fellowship programs prepare the next generation of decision-makers and environmental professionals that is reflective of diverse populations.

GOAL 11

Strategies:

- ◆ WSG staff participates in a WSG-led assessment to identify the beneficiaries and locations of WSG education programs and identifies gaps in reaching UU participants.
- ◆ WSG staff expand education and training programs to be more inclusive and representative of UU populations, including tribal communities.
- ◆ WSG education and training programs are promoted and offered in locations of UU populations.
- ◆ WSG incorporates DEI best practices in all education and training programs.

Outcomes:

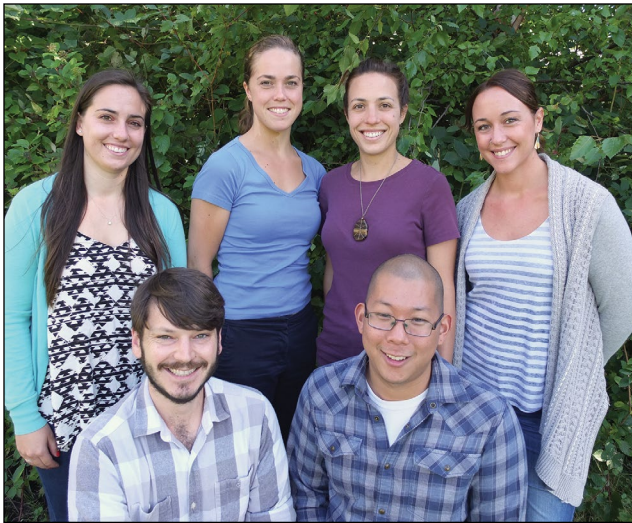
- ◆ WSG education programs and materials include content that is representative of a broader and more inclusive population (mid-term).
- ◆ WSG education programs and materials are accessed by a broader and more diverse population (long-term).

Strategies:

- ◆ WSG staff participates in a WSG-led assessment to identify the beneficiaries and locations of WSG professional development and fellowship programs, funding strategies and resources, and identifies gaps in reaching UU participants.
- ◆ WSG staff assists in recruiting and placing recent graduates and early career professionals from UU communities into internships, fellowships, and jobs in marine science and marine policy that are inclusive and equitable.



NOAA WSG Science Camp



2015-16 WSG Marc Hershman Marine Policy Fellows

- ◆ WSG creates a marine policy fellowship program that recruits, retains, and engages recent graduates and early career scientists from UU communities.
- ◆ WSG staff provides mentorship and access to career development resources and alumni services to undergraduates, recent graduates, fellows, and early career professionals from UU communities.
- ◆ WSG staff provide resources and training to workforce partners and fellowship hosts to prepare them to better support and mentor early career professionals from UU communities.

Outcomes:

- ◆ A broader and more diverse population benefit from WSG professional development and fellowship programs (mid-term).
- ◆ Early career marine science and policy professionals are more diverse (long-term).

WSG prepares a marine workforce that is inclusive and reflective of diverse populations.



Strategies:

- ◆ WSG staff participate in a WSG-led assessment of the demographic characteristics of people currently served, and identifies and addresses existing gaps in training provided to UU workers in the marine workforce.
- ◆ WSG training is intentionally promoted and offered to UU workers.
- ◆ WSG funds and supports marine workforce development programs that advance the inclusion of UU workers.
- ◆ WSG collaborates with and supports efforts by marine industry, maritime labor organizations, and tribal partners to diversify the marine workforce.

Outcomes:

- ◆ UU communities have access to and participate in WSG-sponsored workforce development activities (mid-term).
- ◆ The marine workforce reflects a broader and more diverse population (long-term).



2019 WSG Staff

WSG Communications

WSG Communications supports the Sea Grant mission by creating and disseminating information on marine research, outreach and education programs and contributing valuable communications skills. Communications products include, but are not limited to, public relations, print and digital newsletters, fact sheets, whitepapers, websites, blog sites, social media, radio, branded signage, and video. The WSG Communications team aims to use an equity lens throughout the production of WSG communications, giving intentional consideration to the inclusion and representation of diverse backgrounds in visual and written communications.

WSG Communications create and support cross-cultural, equitable and accessible information pertaining to the marine environment.



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Strategies:

- ◆ WSG communications staff participate in a WSG-led assessment of the demographics currently served and WSG communications products.
- ◆ WSG communications staff conduct audience research of UU audiences, and other communities not currently being reached, to identify their communications needs for WSG content and products, such as the website and Sea Star newsletter.
- ◆ WSG communications staff designs and maintains a website accessible to all audiences.
- ◆ WSG staff ensure future digital communications are accessible, and will create a plan to examine past digital content for accessibility.

- ◆ WSG communications staff create a process for gathering staff feedback on WSG products and communications to better reflect our DEI values, including periodic review sessions and welcoming input into the internal communications design process.
- ◆ WSG creates a plan to provide outreach materials in other languages.
- ◆ WSG communications recruit and feature content from diverse perspectives.

Outcomes:

- ◆ WA's diverse communities and perspectives engaged in WSG's programs are featured in at least two Sea Star articles per year (mid-term).
- ◆ A broader and more diverse audience is aware of WSG's portfolio of work (mid-term).
- ◆ WSG communication products are culturally respectful and responsive, and are made available to a diverse audience (long-term).
- ◆ WSG websites and digital communications are accessible to people with differing abilities (long-term).

For more information, please visit the WSG Diversity, Equity and Inclusion website <https://wsg.washington.edu/about-wsg/>

For questions or comments related to WSG's progress toward our DEI commitments, please contact Russell Callendar, WSG Director, at email WRC4@uw.edu

Additional Resources

University of Washington Diversity Blueprint <https://www.washington.edu/diversity/diversity-blueprint/>

National Sea Grant Diversity, Equity and Inclusion Community of Practice seagrants.noaa.gov/insideseagrant/Implementation/Network-Visioning/DiversityInclusion



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