

IDEA Action Plan Executive Summary 2021

Introduction

STEM fields in general, and geoscience in particular, lack in racial and ethnic diversity with little change in decades (Bernard and Cooperdock, 2018; EOS, 2019; AGI, 2020). More progress has been made on gender equity, but significant gaps still persist (AGI, 2019). The geoscience field also presents barriers for LGBTQIA+ people, BIPOC, and people with disabilities (Feig et al., 2019; EOS, 2020a, 2020b). UNAVCO has committed itself to being part of the solution to address the historic inequities that have led to this situation (UNAVCO, 2020). We envision a future where inclusion and equity become part of the lens UNAVCO and the geophysics community use across the board and not a focus that is applied only periodically.

The Inclusion Diversity Equity and Accessibility (IDEA) committee was formed in October 2020 to provide guidance to UNAVCO for improvement in these topics. The committee has 11 members drawn from all four of UNAVCO's divisions. They include recent hires to people with long tenure and those more experienced in IDEA activities to those newly involved. This document provides an overview of the recommendations the committee has developed and a proposed timeline for implementation. The actions will need to be carried out by a variety of UNAVCO staff, not just the members of the IDEA committee. The Action Plan includes a combination of successes recently achieved or underway, as well as those that should be undertaken in the future.

Action Plan Development

The Action Plan development was heavily influenced by anti-racist recommendations in the geosciences (Ali et al., 2020; Morris et al., 2020) and aligned to elements of [UNAVCO's Statement on Equity, Inclusion, and Racial Justice](#). The UNAVCO statement bullet points are:

1. Changing our hiring process to better recruit and employ workers from diverse backgrounds and perspectives,
2. Making our employment practices and policies more transparent to everyone,
3. Modifying how we work to accommodate different kinds of workers and lives, such as by allowing flexible hours, flexible locations, and more training and professional development,
4. Building and reinforcing a corporate culture where differences are respected by undertaking a work culture assessment and establishing a diversity committee,
5. Thinking creatively about how to maximize access to and use of our infrastructure and data products by underrepresented and undersupported groups, and
6. Continuing our efforts to support existing community members and engage new ones through technical support, training, internship programs, community engagement, and innovative partnerships.

Each of the proposed actions aligns to one or more of these six bullet points. A full version of the [Action Plan Spreadsheet is available on Google Drive](#). This Executive Summary aims to present the Plan in a more easily understandable format.

Successes

In the last year, UNAVCO has already undertaken a variety of actions related to accommodating workers' lives and building a culture that promotes inclusion. These actions address UNAVCO Equity Statement bullet points #3 and 4 and include publishing the anti-racism statement, signing on to an anti-racism plan, forming the IDEA committee, increasing work hour flexibility, and conducting staff/manager trainings in de-escalation, sexual harassment, and communication (Figure 1).

Ongoing

A number of other actions are already underway but continued effort will be needed – either because they are not completed or should become permanent parts of UNAVCO policies and practices. These steps address more of the UNAVCO Equity Statement bullet points, bringing in hiring and employment practices (bullets #1 and 2) and our community (bullet #6), as well as our organization's culture (bullet #4). Actions below are listed in rough order of anticipated effort, ranked from more effort to less. Letters below correspond to Figure 1. More details about each action are in the Supplementary Materials section.

- A. Research and implement evidence-based ways to reduce bias in recruiting, evaluating, hiring, retaining, and promoting. (1)
- B. Conduct organization cultural assessment* that produces further recommendations on achieving diversity and inclusion goals. (4)
- C. Recruit much more broadly for job postings. (1)
- D. Publish employment practices in an-easy-to-find public way. (2)
- E. Include sessions in Community Workshops that address issues related to IDEA topics and recruit diverse leaders and speakers. (6)
- F. Increase frequency of requesting input from interns and consistency of requesting input from staff on workplace comfort and inclusion. Regular reminders of avenues for making comments/complaints. (4)
- G. Periodically highlight IDEA topics on website, social media, and Slack. (4, 6)
- H. Consult on messaging related to offensive station names. (6)

Start Soon (proposed start by September 2021)

Actions proposed for near-term initiation are highest priority to the committee and/or have a more moderate effort to enact. We propose that they be started during the remainder of this fiscal year (by September 2021) and completed in the following year. These are all related to either our organization's culture (bullet #4) or our community (bullet #6). Actions are listed in rough order of anticipated effort, ranked from more effort

to less. Letters below correspond to Figure 1. More details about each action are in the Supplementary Materials section.

- I. Develop a training plan for staff and managers in response to the cultural assessment (Action B) and implement other recommended changes (4)
- J. Form a field safety subcommittee to review recommendations and develop guidelines to promote inclusive practices (4)
- K. Provide the Board of Directors and Nominating Committee with information on best practices for making board and advisory committee nomination and determination process more transparent (6)
- L. Coach staff and community members on respectful and collaborative ways to work with BIPOC or local communities, both domestically and internationally (6)
- M. Assess what is involved in adopting CARE Data Principles for Indigenous Data Governance, acknowledging site locations, and addressing past mistakes (5, 6)
- N. Add performance assessment prompt regarding mentoring and outreach (6)

Start Later (proposed start by March 2022)

Actions proposed for a later start still contain items deemed higher priority by the committee. However, there was acknowledgement that not all high priority, high effort activities could be initiated immediately. These are ones where a moderate delay seemed reasonable. These actions align to UNAVCO's Equity Statement bullet points #2-6. We propose that at least some be started by the middle of the next fiscal year (March 2022) and completed in the following year. Actions are listed in rough order of anticipated effort, ranked from more effort to less. Letters below correspond to Figure 1. More details about each action are in the Supplementary Materials section.

- O. Examine mission, strategic plan, by-laws, and code/s-of-conduct (including for meetings) of UNAVCO through a lens of anti-racism and inclusion. (4)
- P. Publicly publish reports on IDEA actions & progress (esp. related to employment and promotion) (2)
- Q. Run job co-op with HBCUs (historically Black colleges and universities) or other MSIs (minority serving institutions) (5, 6)
- R. Form a subcommittee to brainstorm and enact additional activities to address bullet point #5 (maximize access to and use of our infrastructure and data products by underrepresented and undersupported groups) (5)
- S. Enact use of CARE data principles and other actions proposed through the Action M analysis (5, 6)
- T. Remove one of the "regular" holidays from the UNAVCO calendar and replace with a "floating" holiday to provide a more inclusive benefits pool (3)
- U. Integrate more accessibility considerations into organization practices (physical, visual, audio) (4)

Action Items for Senior Management

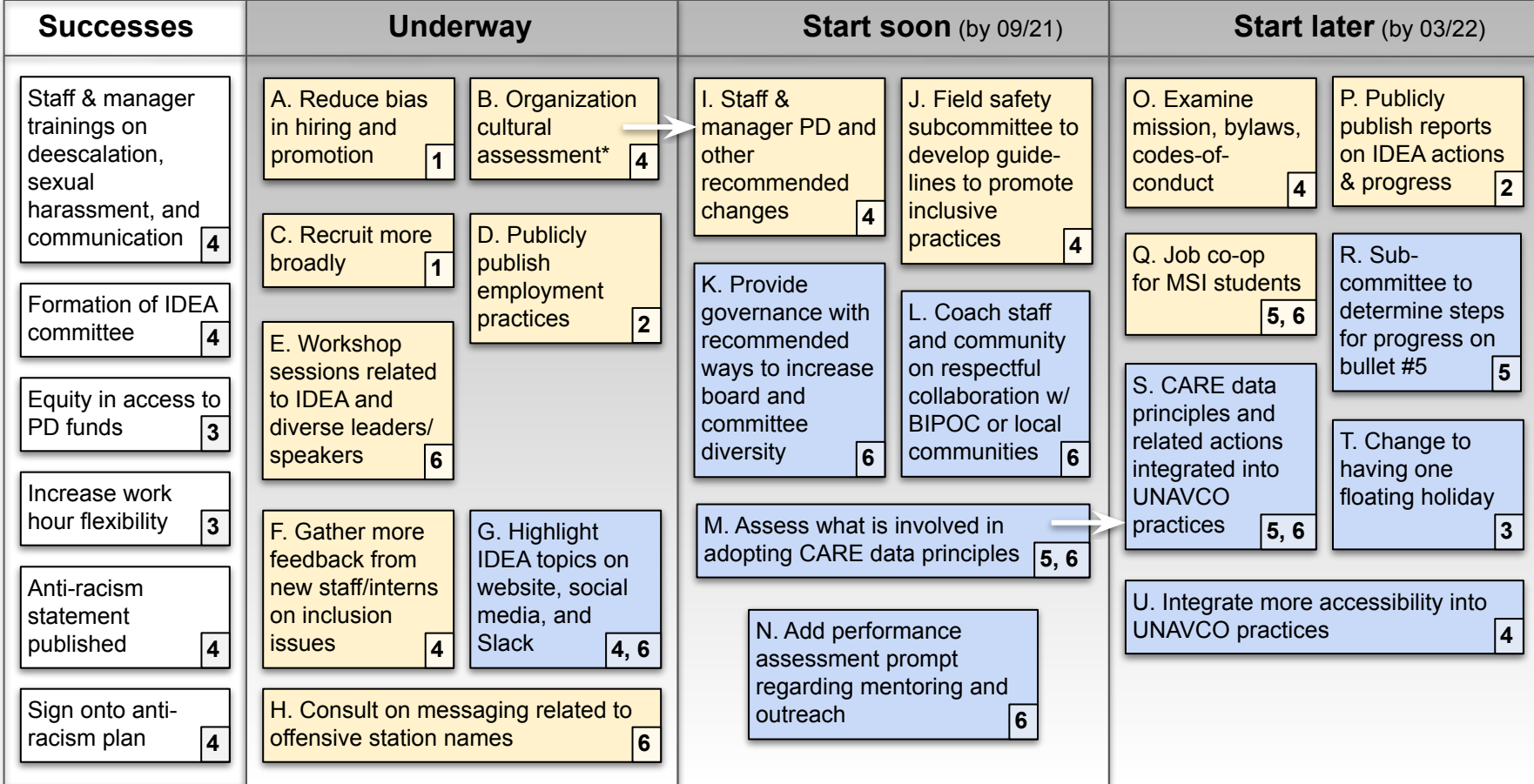
- I. Questions or comments to the committee regarding the proposed Action Plan
- II. Review Action Plan for viability or other obstacles that may not be known to the IDEA committee
- III. Allocation of resources and staff to accomplish particular tasks
- IV. Identify appropriate staff members, where needed, to accomplish Actions
- V. Evaluate timeline considerations/constraints
- VI. Determine actions which should be particularly considered for coordination with IRIS
- VII. Help define the process for accountability and completion of tasks

Glossary

- AC = Advisory Committee
- BIPOC = Black, Indigenous, People-of-Color
- BoD = Board of Directors
- CARE Data Principles for Indigenous Data Governance = Collective benefit, Authority of control, Responsibility, Ethics
- DEI = Diversity, Equity, Inclusion
- FAIR Data Principles = Findability, Accessibility, Interoperability, and Reusability
- HBCUs = Historically Black Colleges and Universities
- IDEA = Inclusion, Diversity, Equity, Accessibility
- LGBTQIA+ = Lesbian, Gay, Bisexual, Transgender, Queer, Intersexual, Asexual
- MSI = Minority Serving Institution
- PD = Professional Development
- STEM = Science, Technology, Engineering, Math

*The committee is interested in having the survey part of the cultural assessment include questions related to 1) staff perception of unwritten rules affecting inclusion/success/satisfaction and 2) staff interest in a floating holiday option.

Figure 1



Higher priority

Lower priority

Letters correspond to Action Plan Executive Summary Items

Numbers correspond with **UNAVCO equity statement** bullets

1) Change hiring process to better recruit	4) Build and reinforce corporate culture respecting diversity
2) Making our employment practices more transparent	5) Maximize access to our infrastructure and data products
3) Accommodate different kinds of workers and lives	6) Support existing community and engage new

Supplementary Materials – More detailed version of each action

This section provides additional details on the justification, action status, needed investment, proposed point of contact, evidence of success, and example references. In some cases, a more complete version of the proposed Action is included here, whereas a short version is used in the Summary above.

Underway

- A. Research and implement evidence-based ways to reduce bias in recruiting, evaluating, hiring, retaining, and promoting (1)
- **Justification:** Current hiring practices have clearly not resulted in a diverse UNAVCO workforce. A critical lens should be applied to potential biases in the current process as part of making progress (e.g., Ali et al., 2020).
 - **Action taken:** Human Resources (HR) staff and Diversity Specialist (Anika) have done some professional development and research into best practices. UNAVCO has begun the process of reviewing the promotion system through rewriting position descriptions and making internal promotions more transparent.
 - **Remaining work:** Continue research and work to implement and sustain recommended practices. Complete the process of reviewing and updating the position descriptions.
 - **Investment:** Staff time; possibly training or service fees
 - **Point of Contact:** HR staff, Diversity Specialist (Libby, Anika)
 - **Evidence of success and timeframe**
 - i. Short term: Revised procedures in place (end of 2021)
 - ii. Long term: More diverse UNAVCO workforce (>3 years)
 - **References:** (e.g., GoodHire, 2020)
- B. Conduct organization cultural assessment that produces further recommendations for achieving diversity and inclusion goals (4)
- **Justification:** Self-assessment has inherent limitations. Engaging an outside consultant with diversity and inclusion expertise will help illuminate avenues for change we may be unable to see from within the UNAVCO culture. Going through this process in tandem with IRIS will help with needed cultural merging.
 - **Action taken:** Milestones consultant under contract. Initial meeting with management completed. Staff survey design underway.
 - **Remaining work:** Survey administered to staff and results analyzed. Town hall meeting and training held with staff. Further recommendations produced.

- **Investment:** \$25,500 and staff time
- **Point of contact:** IDEA Committee Chair (Beth)
- **Evidence of success and timeframe:** Cultural assessment is completed and final report provided to UNAVCO. Given the upcoming summer field season and reduced staff availability, the process may not conclude until fall 2021.

C. Continue to expand recruiting efforts and publicize job postings more widely. Determine avenues for reaching applicants from minority serving institutions and investigate ways to reach more diverse applicants from outside the core academic community. (1)

- **Justification:** Recruiting a wider range of applicants (more women, Black/Indigenous/People-of-color [BIPOC], LGBTQIA+, people with disabilities) is a necessary step in broadening UNAVCO's workforce diversity.
- **Action taken:** Human Resources contracted Broadbean services, which posts UNAVCO jobs to a handful of recruiting spaces, in addition to those automatically posted by our applicant tracking system (ATS), Silkroad.
- **Remaining work:** Collect suggestions from current staff and experts on how to post more broadly; find a way to make this as automated as possible with as little cost.
- **Investment:** Staff time; fees for some HR services and postings
- **Point of contact:** HR staff and Diversity Specialist (Annette, Libby, and Anika)
- **Evidence of success and timeframe**
 - i. Short to mid term: Established HR procedures for recruiting from a wide range of avenues, including multiple ones outside the immediate UNAVCO community (2021-2022)
 - ii. Long term: More diverse UNAVCO workforce (>3 years)

D. Publish employment practices in an-easy-to-find public way (2)

- **Justification:** Process transparency is a necessary element in making employment practices fair and equitable.
- **Action taken:** In early 2020 UNAVCO HR and ECE developed an expanded statement for all job advertisements: "We are unable to provide sponsorship for work authorization within the United States. UNAVCO is an equal opportunity/equal access/affirmative action employer. Our long-term success depends on the development of a forward-looking, diversified workforce. UNAVCO values diverse perspectives and backgrounds in all positions within the organization and is fully committed to achieving a diverse workforce and complies with all Federal and State laws, and regulations regarding nondiscrimination and affirmative action. UNAVCO encourages applications from candidates who are members of historically underrepresented groups. This includes candidates from different

socioeconomic backgrounds, candidates with disabilities, candidates with unique life experiences, etc. Women, Veterans, Individuals with Disabilities and members of the BIPOC and LGBTQIA+ communities are encouraged to apply. All qualified and complete applications will be considered. Individuals with a disability needing an accommodation as part of the employment selection process should contact HR@unavco.org or 303-381-7515.

UNAVCO supports a safe work environment for all staff. As part of our commitment, UNAVCO conducts background checks. Background checks will vary and are based on position requirements. Background checks may include but are not limited to, criminal history, sex offender registry, motor vehicle history, financial history and/or education verification. Background checks may also be conducted when required by law or when at the discretion of UNAVCO is reasonable and prudent to do so.”

- **Remaining work:** Publish more information about UNAVCO’s recruiting, hiring, retention, and promotion practices (see also Action P).
- **Investment:** Staff time
- **Point of contact:** HR staff and Diversity Specialist (Annette, Libby, and Anika)
- **Evidence of success and timeframe:** This was done in 2020 and will be added to and/or reevaluated periodically in the future.

E. Include sessions in Community Workshops that address issues related to IDEA topics and situate them on an equal footing to other technical sessions. Leaders and presenters at workshops should be recruited to achieve as diverse a leadership and speaker set as feasible. (6)

- **Justification:** A key way to signal that inclusion topics are central and critical is to give them parity with other topics in our discipline. The *Call for a Robust Anti-racism Plan for the Geosciences* recommends that such sessions be elevated from “fire-side chats” to part of the main programing at meetings.
- **Action taken:** The 2021 GAGE/SAGE Community Science Workshop will include IDEA sessions in several ways:
 - i. Two short courses (student and non-student) related to workplace climate and bystander intervention will be held alongside, but not concurrent with, technical short courses
 - ii. Plenary session speaker invitations were extended to include as broad representation as feasible
 - iii. Developments related to IDEA/JEDI will be reported during all-community sessions along with reports on other core activities such as infrastructure and data
 - iv. A Special Interest Group (SIG) session on Unlearning Racism in Geosciences will have equal standing with technical geophysics SIGs

- **Remaining work:** Planning for future meetings must continue this practice of integrating diversity and inclusion topics. Conveners should work to project the expectation that these sessions are valued and relevant to all attendees. We should continue with work to diversify meeting leaders and presenters.
 - **Investment:** No additional investment needed beyond standard meeting planning.
 - **Point of contact:** Workshop project manager (Beth)
 - **Evidence of success and timeframe:** Community Workshops post-2021 continue to include IDEA-related sessions, which are attended by a broad range of the geophysics community. Workshop leadership and speakers continue to diversify. (sustained long term effort)
 - **References:** (Ali et al., 2020)
- F. Increase frequency of requesting input from interns and establish consistency of requesting input from staff on workplace comfort and inclusion. Regular reminders to staff and Community members of avenues for making comments/complaints. (4)
- **Justification:** Scheduled opportunities for program feedback and discussion will identify potentially problematic situations in real time which will promote an open and inclusive atmosphere.
 - **Action taken:**
 - i. Plans have been made for midpoint and exit interviews between interns and their program manager. This plan is more formal than in previous years.
 - ii. Currently new employees should have 1-, 3- and 6-month discussions with HR. This practice has not always been carried out but HR is renewing commitment to this happening consistently.
 - iii. The news and notes email now includes a reminder of how to submit anonymous suggestions.
 - **Remaining work:** The increased intern interviews will commence the summer of 2021. HR will implement more consistent new-staff discussions.
 - **Investment:** Staff Time
 - **Point of contact:** HR staff and Diversity Specialist (Annette, Libby, and Anika)
 - **Evidence of success and timeframe:** Interviews/discussions take place as scheduled and all employees are periodically reminded how to submit anonymous suggestions. Constructive criticism is used to improve programming and staff satisfaction. Interns and new staff report higher satisfaction and sense of inclusion and organization transparency. (sustained long term effort)

G. Periodically highlight IDEA topics on website, social media, and Slack. Promote a variety of people and learning opportunities on IDEA topics. Making sure that outward-facing pages such as "Life at UNAVCO" are current and at show a diversity of staff members and interns. (4, 6)

- **Justification:** A regular reminder of diversity, its presence, and impact is important to maintain a good working environment and show an outward facing level of support for UNAVCO's increasingly diverse community base.
- **Action taken:** As this includes three distinct platforms for communication, each is at a different stage of development:
 - i. Slack has seen the creation of the #inclusion channel which has become a platform to share ideas to the general company and for employees to share their own findings but with the limitation of the need to manually join the channel.
 - ii. Social media posts have recently included IDEA committee topics as part of themed month postings but will need to keep this up in non-commemorative months.
 - iii. The "Life at UNAVCO" page improvements have been discussed but have yet to be pursued in depth.
- **Remaining work:**
 - i. Continue periodic #inclusion posts and encourage wider staff participation. Occasional posts to the #general channel to remind employees of it.
 - ii. Continue social media posts, including occasionally highlighting IDEA successes at UNAVCO when appropriate. A schedule for news and social media posting has been established, but social media posts will be ongoing, so maintaining a steady stream of ideas to create posts about will be critical.
 - iii. The reintroduction and update to the "Life at UNAVCO" page will take time to rework but planning has started to feature a variety of staff with different backgrounds and positions. When ready, an input form will be publicized to staff.
- **Investment:** Staff and maybe intern time
- **Point of contact:** ECE staff (Anika, Scott, interns). HR assistant (Libby) has taken the lead on periodic Slack #inclusion posts.
- **Evidence of success and timeframe**
 - i. Short and mid term: Slack and social media posts continue. "Life at UNAVCO" is renewed and broadened (2021-2022)
 - ii. Long term: Cultural shifts within UNAVCO and geophysics community showing increased awareness of and responsiveness to diversity and inclusion issues. (>3 years)

H. Consult on messaging related to offensive station names (6)

- **Justification:** Perpetuating racist slurs in terminology and place names continues the perception that the geosciences are not just non-inclusive, but actually exclusionary.
- **Action taken:** Evaluation was undertaken as to the viability of changing several offensively-named GNSS stations. Unfortunately, it was determined that there was not a viable way to change the names without sacrificing a long data record.
- **Remaining work:** The IDEA committee is ready to help consult on messaging to acknowledge the unacceptability of the existing names while providing context for why a name change is not feasible.
- **Investment:** Staff time
- **Point of contact:** IDEA committee
- **Evidence of success and timeframe:** Contextual messaging provided (2021)
- **References:** (EOS, 2021)

Starting Soon (proposed start by September 2021)

I. Develop a professional development/training plan for staff and managers in response to the cultural assessment (Action B) and implement other recommended organizational changes (4)

- **Justification:** Making cultural changes and initiating new organizational practices can be challenging. Simply stating intentions is not sufficient. Staff and managers need professional development in order to learn new skills and expand their understanding of diversity and inclusion issues, just as they do in other areas of their work.
- **Proposed work:** Some training will be held in conjunction with the cultural assessment (Action B above). If further training is recommended thereafter, some affordable options have been identified as a starting point. For example, [ADVANCEGeo](#) (NSF Funded) and [OtherOrb](#) (former USGS employee).
- **Investment:** Fees; staff time
- **Point of contact:** IDEA committee
- **Evidence of success and timeframe**
 - i. Short term: Initial training is conducted in 2021
 - ii. Mid term: Additional trainings are conducted if recommended (2022)
 - iii. Long term: UNAVCO's staff is more diverse and future organization cultural surveys show increased perception of equity and inclusion (>3 years).

- **References:** (e.g., ADVANCEGeo)
- J. Form a subcommittee to review recommended field safety action plans published by under-represented groups in STEM that address extra risks faced by members of these groups (BIPOC, females, LGBTQIA+) and propose integration into UNAVCO field safety guidelines, suggested practices, and options available to field staff (4)
- **Justification:** Field engineers/participants who do not fit the same demographic groups as the majority local community where the work is to be done may face increased risks of harassment and/or assault. Others may be targeted based on perceived threat or vulnerability. A) We need to ensure that extra risks faced by members of affected groups are taken into consideration and mitigated/removed. B) Members of these affected groups may not feel comfortable accepting a position as a UNAVCO field engineer if we do not provide a safe and supportive environment.
 - **Proposed work:** Form an IDEA subcommittee to evaluate current UNAVCO practices in comparison to recommendations from reference materials. Where room for improvement can be found, develop proposed action plan to present to GI/SMT leadership with analysis of cost and secondary implications.
 - **Investment:** Initially, staff time only. Full investment will depend on proposed actions.
 - **Point of contact:** Annie Zaino could serve as the subcommittee chair.
 - **Evidence of success and timeframe:** Subcommittee development in FY2021, draft guidelines produced in first half of 2022. Efforts will be ongoing to align with IRIS for the EarthScope Consortium.
 - **References:** (EOS, 2020b, 2020a; Demery and Pipkin, 2021)
- K. Provide information to the Board of Directors (BoD) and Nominating Committee on recommended practices for adjusting the nomination and determination process (e.g., broader recruiting) for BoD and advisory committees in order to achieve broader representation and ensure the process is transparent and inclusive (6)
- **Justification:** To ensure that the needs of underrepresented communities are considered in geodetic research, and that UNAVCO community members from underrepresented groups are well supported by our organization, we should strive for representation from these groups in our BoD and advisory committees.
 - **Proposed work:** Evaluate the current nominations process and make suggestions to the BoD for diversifying our candidate pool. Suggestions will need to be discussed and approved by SMT and the BoD.
 - **Investment:** Staff time; BoD time
 - **Point of contact:** TBD
 - **Evidence of success and timeframe**

- i. Short term: propose changes made to nomination process (2021)
- ii. Long term: increased diversity among BoD and AC members (2022 and beyond)

- **References:** (Ali et al., 2020)

L. Coach staff and community members on respectful and collaborative ways to work with BIPOC or local communities, both domestically and internationally (6)

- **Justification:** Both UNAVCO staff and community members conduct research in a wide variety of communities domestically and internationally. The level of true collaboration achieved has varied greatly. The need for a cultural shift lies not just within UNAVCO, but as a facility, we can increase awareness and encourage accountability by offering allyship training, as well as broadcasting our work toward inclusion, diversity, equity, and accessibility. “Institutions should provide allyship training to educate and empower non-BIPOC members of the team. BIPOC students could be paired with white field allies. These partnerships would help build trust within field parties, as well as help interactions with local communities.” (EOS, 2020a)
- **Proposed work:** Investigate best avenues for coaching the topics of respectful and collaborative practices. Assess costs for such and determine needed resources: personnel, materials, media, etc. The planned international capacity-building and networking sessions that will be held in conjunction with the 2021 GAGE/SAGE Workshop are one potential avenue for change.
- **Investment:** Staff time; cost for training and materials
- **Point of contact:** TBD
- **Evidence of success and timeframe:**
 - i. Short to mid term: Summary of training attendance or of outreach materials provided to staff and community in report metrics (see also Actions E, J, P). (2021-2022)
 - ii. Long term: Collaborations with local communities, BIPOC communities, and international colleagues are balanced and reciprocal with high degrees of trust and perceived value on both sides (sustained long-term effort)
- **References:** (CTKW, 2014; NSF, 2018; EOS, 2020a; Gewin, 2021)

M. Assess what is involved in adopting CARE data principles for Indigenous Data Governance (Collective benefit, Authority of control, Responsibility, Ethics); acknowledging site locations, Native lands, and/or local history; and addressing past mistakes. (5, 6)

- **Justification:** In addition to existing open data movements UNAVCO is already part of (e.g., FAIR), UNAVCO should make efforts to adopt CARE data principles, as well. Doing so would support The UN Declaration on the Rights

of Indigenous Peoples (UNDRIP) and work to help redress, in a small way, the lack of sovereignty indigenous peoples have had in the past centuries.

- **Proposed work:** Evaluate viability of enacting CARE data principles and the steps that would be needed; move to implementation (Action S) if feasible
- **Investment:** Staff time; possible financial costs if an outside source is deemed necessary to guide the implementation.
- **Point of contact:** Kathleen
- **Evidence of success and timeframe:** Analysis is completed and steps for moving forward defined or justification for inability to proceed is fully detailed. (2021)
- **References:** (UNDRIP, 2015; GIDA, 2018)

N. Add prompt in performance evaluations or UNAVCO core competencies to consider mentoring, committee involvement, and community outreach activities outside of core responsibilities (i.e. consider it an "accomplishment") (6)

- **Justification:** To enact effective change, organizations need to disproportionately rely on members of underrepresented groups to increase diversity and inclusion within the community. A) It is important for potential new members of our community to see, engage with, and be mentored by those that they closely identify with and that share potential unique challenges, and B) Having diverse representation in committees is essential to ensure that all staff/community perspectives and needs are appropriately considered. This would create a mechanism for acknowledging these (and other) community contributions equitably.
- **Proposed work:** Amend the current performance evaluation document to encourage consideration of mentoring and community outreach activities and committee involvement in overall performance metrics.
- **Investment:** Staff time
- **Point of contact:** TBD/HR
- **Evidence of success and timeframe:** Start discussions summer 2021; enact prior to next review cycle unless unforeseen complications arise.
 - i. Short term: prompt added (2021)
 - ii. Long term: increase in these contributions noted in evaluations (2022 and continuing)

Starting Later (proposed start by March 2022)

O. Examine mission, strategic plan, by-laws, and code/s-of-conduct (including for meetings) of UNAVCO through a lens of anti-racism and inclusion of other groups underrepresented in geoscience (disability, gender, LGBTQIA+). Compare to language from similar organizations. (4)

- **Justification:** The lack of diversity historically and currently in the geosciences would mean that anti-racism and inclusion of underrepresented groups was not included in the creation of our mission, strategic plan, by-laws, and code/s-of-conduct. Revisiting these would protect us from future issues and would strengthen UNAVCO in its commitment to increasing access to all.
 - **Proposed work:** The IDEA committee or a subcommittee will look into the resources, guidance, and options available to UNAVCO and associated costs. In general, we feel that we do not have the knowledge to do this independently, at this time. It seems that the DEI cultural assessment consultant may be able to provide concrete advice on this. Also the Unlearning Racism in Geoscience (URGE) project, which five UNAVCO staff are involved in along with IRIS staff, will potentially be helping to put together more concrete guidance on this. Another resource could be the policies of existing STEM organizations with demonstrated success in diversity and equity. Once we have guidance, we will be better equipped to review policies, by-laws, codes of conduct, and other official documentation. Then, changes will need to be proposed and potentially implemented. Potentially, elements of this could be done jointly with IRIS with an eye towards EarthScope Consortium.
 - **Investment:** Initially staff time; possibly consultant time within the larger vendor package related to DEI/cultural survey.
 - **Point of contact:** TBD
 - **Evidence of success and timeframe:** Examination of mission/policies will be completed and any identified areas of concern are addressed and the changes are published internally or externally as appropriate. (2022)
- P. Publicly publish reports on IDEA actions & progress (esp. related to employment and promotion) (2)
- **Justification:** Publicly publishing actions taken along with successes and challenges provides an essential transparency and gives the wide community insights into how to make progress on IDEA issues. It will be a testament to UNAVCO's commitment to our Statement on Equity and will provide an indicator for future actions/paths for change.
 - **Proposed work:** Utilize DEI cultural survey information but display aggregated results to protect anonymity. Create smaller level reports or documents in the interim to highlight efforts/outcomes. Navigating HR confidentiality issues may come into play as we strive to be transparent without compromising certain confidential information related metrics.
 - **Investment:** Staff time
 - **Point of contact:** HR staff, Diversity Specialist (Libby, Anika)
 - **Evidence of success and timeframe:** Report written on a regular basis (e.g.,

biannually starting early 2022)

Q. Run job co-op with HBCUs (historically Black colleges and universities) or other MSIs (minority serving institutions) (5, 6)

- **Justification:** UNAVCO has had longstanding success with the RESESS internship program, which has attracted a wide variety of students from groups underrepresented in science. While this has been successful for recruiting BIPOC students to geoscience academia, the interns have not returned as part of the UNAVCO workforce. A job co-op, which combines academic-year learning with UNAVCO job experience has the potential to be more fruitful for UNAVCO workforce diversification and provide a pathway for students from MSIs to have valuable job experience in the geosciences. A key recommendation from Morris et al 2020 is “Move beyond superficial relationships with HBCUs and MSIs to meaningful intellectual exchange and engagements in partnerships.” A job co-op could be the basis for such a partnership.
- **Proposed work:** UNAVCO will add two co-op student positions. Co-op students would work directly with UNAVCO staff. Initially we will need to reach out to schools and make the connections to allow this to work. Many programs have very qualified candidates but may not have robust geoscience programs, so this initial step may take a large amount of time and effort. Then, once in place, the program will have to be annually advertised, potentially sending staff to college job fairs. Funding for these interns must also be investigated. A viable starting point may be universities or colleges close to one of the UNAVCO offices.
- **Investment:** \$25,000 per student per year and employee time
- **Point of contact:** Karl Feaux (possibly Anika)
- **Evidence of success and timeframe:** Written plan, position description completed. Co-op students integrated into UNAVCO. Planning initiated in 2022 or 2023 and a program enacted thereafter.
- **References:** (Morris et al., 2020)

R. Form a subcommittee to brainstorm and enact activities to address bullet point #5 (maximize access to and use of our infrastructure and data products by underrepresented groups) (5)

- **Justification:** UNAVCO data is freely available with a research community that has supported and used the UNAVCO NSF/NASA funded resources. STEM and geosciences are lacking in diversity, which can be traced back through the entire education system, slowly losing diverse STEM talent over time. UNAVCO has the data sets and tools to support early career researchers.
- **Proposed work:** The IDEA committee felt that further analysis and brainstorming should be conducted before more actions in support of bullet

#5 could be wisely selected. Some initial ideas include:

- i. Engage with local/HBCU/MSI colleges and universities to increase UNAVCO membership and engagement
- ii. Networking events at GAGE/SAGE
- iii. Make data more accessible on the web site to engage and help early career scientists
- iv. Sponsor a student. A UNAVCO internship such as PASCAL offers
- v. Field trips for high schoolers from underserved areas
- vi. Networking and capacity building with international partners

- **Investment:** Staff Time and Community Input

- **Point of contact:** TBD (GDS and/or ECE)

- **Evidence of success and timeframe:**

- i. Mid term: Subcommittee is formed and produces recommendations (2022)
- ii. Long term: Increased diversity in the user community (>3 years)

S. Enact use of CARE data principles and other actions proposed through the Action M analysis (5, 6)

- **Justification:** In addition to existing open data movements UNAVCO is already part of (e.g., FAIR), UNAVCO should make efforts to adopt CARE data principles, as well. Doing so would support The UN Declaration on the Rights of Indigenous Peoples (UNDRIP) and work to help redress, in a small way, the lack of sovereignty indigenous peoples have had in the past centuries.

- **Proposed work:** Whatever steps are determined through completing Action M above. This could involve acknowledging site location, native land and/or local history. For example:

- i. Analyze whether PBO/NOTA siting in the past has ignored or not acknowledged indigenous lands. Publish recommendations for lessons learned or proposed improvements for future efforts.
- ii. Acknowledging use of equipment on native lands during publications; providing guidance and resources for community members on how to do this
- iii. Add the networks page that our instrument data is on native land (thank tribes and other)

- **Investment:** Staff time; possible dollar costs if an outside source is deemed necessary to support the implementation.

- **Point of contact:** Kathleen

- **Evidence of success and timeframe:** Proposed updates to main UNAVCO

website and to internal networks page, as outlined above. Acknowledgments provided where applicable. (2022)

- **References:** (UNDRIP, 2015; GIDA, 2018)

T. Remove one of the "regular" holidays from the UNAVCO calendar and replace with a "floating" holiday to provide a more inclusive culture for employees with different celebration practices (3)

- **Justification:** The current holidays are not inclusive to all and in some cases can be viewed as offensive (e.g., Thanksgiving). Employees may have a holiday they view as more significant than the predetermined list. For example, some people may celebrate a different New Year or other religious holidays). For inclusion and respect, a "floating" holiday allows employees to celebrate one holiday per year that they determine themselves.
- **Proposed work:**
 - i. Determine UNAVCO employee interest and through a survey and which holiday should be converted if there is sufficient interest
 - ii. Coordinate with TRINET and/or timecard vendor
 - iii. Determine how this holiday will be charged
 - iv. Determine how to track the employee selected holiday and
 - v. Determine how far in advance the employee chooses the holiday date.
- **Investment:** Staff Time
- **Point of contact:** Tori and BA/HR (Judy, and Annette, Libby)
- **Evidence of success and timeframe:** If staff support it, a floating holiday enacted is enacted by sometime 2022 (even if it goes into effect the following year). Employee response along with BA/HR observations will provide feedback. A survey can also gauge how employees feel about a floating holiday after 1-2 years.

U. Integrate more accessibility and universal design principles into organization practices (physical, visual, audio) (4)

- **Justification:** Disability does not mean inability. Moderate changes can make big differences to people with disabilities participating fully in science endeavors. People with disabilities can bring different perspectives which enrich the scientific process. Applying universal design principles can also lead to improvements in function and enjoyment for all users.
- **Proposed work:** Provide resources and training for staff to better apply universal design principles. A variety of free online resources are available that can help make documents, images, and audio/visual media more accessible. UNAVCO has already begun the practice of providing closed captions (English and Spanish) to animations and some videos. The GETSI project has implemented design practices into document and image

development that better accommodate screen readers and color selections that work for the visually impaired. These practices could be expanded to other parts of the organization through internally-run training and applied thereafter, at least for newly-developed materials.

- **Investment:** Staff time
- **Point of contact:** Beth Pratt-Sitaula or other ECE staff member for resource compiling and staff training
- **Evidence of success and timeframe:**
 - i. Mid term: High percentage of staff are aware of straightforward steps that can be taken to increase accessibility of UNAVCO resources (2023)
 - ii. Long term: UNAVCO is a organization where people with disabilities can fully participate and flourish (> 3 years)
- **References:** (CEUD, 1997; CAST, 2018; Sahtout, 2020; IAGD)

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