

Land Acknowledgement: This document was constructed while working on the ancestral lands of the Wampanoag Nation made up of Mashpee, Aquinnah, Herring Pond Tribes (the only Tribes to be on their original lands pre-contact). I acknowledge the painful history of genocide, and honor and respect the many diverse Indigenous peoples still connected to this land and the substantial traditional and local knowledge they have to share with us.

The following Management Plan summarizes pod deliverables and defines a plan to incorporate these deliverables into institution wide policies and resources.

1. Require Accountability
 - a. Every aspect
 - b. Admissions and Hiring Policies
 - c. Annual Reviews, promotion criteria
 - d. Complaints and Reporting
2. (Honesty and) Transparency
 - a. Demographic data (historic with annual update)
 - b. Reports by department (annual?)
 - c. Clear evaluation metrics
3. Building a community
 - a. Expand WHOI's network so we are not so insular
 - b. Build up long-term relationships with URM communities
 - c. Safety plans

Deliverable	Existing Policy or Resource?	Initial Point of Contact(s)	Where It Is or Will Be Posted	Review/Update Interval	Racial Risk Assessment?	Training Recommended?	Approval, Check, and/or Consequence
Complaints and Reporting Policy	Yes	Mai Maheigan Heather Benway	On website already	> 5 years since update	Recommended	Not planned	HR Approval CDEI/Trustee Check
Demographic Data	No	John Madsen Adam Subhas	Internal only	Recommend every 2 years	Recommended	Not planned	HR Approval CDEI/Trustee Check
Policies for Working with Communities of Color	No	Stephanie Murphy	Post on organization website. Work with DAC	Recommend annually	Yes	Yes	Approval and Consequence
Admissions and Hiring Policies	Yes	Heather Benway, Gwyneth Packard, Ann Dunlea	Current: Department specific- Some have no guidelines; Future: Internal & Publicly- Department specific	No set interval, recommend prior to starting each hiring process	Recommended	Yes	Approval
Safety Plan	Yes- Code of Conduct	Kate Morkeski, Collin Ward	Internal currently; Each Lab Group should adapt and post their own	Annually, but also after any major reported incidents	Recommended	Yes	Approval and Consequence
Resource Map	No	Brett Freiburger	Post on WHOI & DEI Website, include in hiring documents. Wiki page	Additions on a rolling basis	Not planned	No, more of a resource list	Approval

- **Agreement** - This agreement can be adapted to outline how you will interact and meet with leadership about these policies, as well as

regular meetings with key contacts such as diversity/inclusion committees, HR, etc.

- **Pod Guidelines** - Your pod guidelines can be adapted into longer term plans/bylaws, e.g. will this turn into a committee or working group in your organization/institution, will membership/leadership rotate, etc.
- **Complaints and Reporting Policy** - We recommend moving the Harassment Policy and Reporting Concerns info to a direct link under the Resources pulldown on the HR website. The current harassment policy focuses on explicit harassment and needs to be updated to include micro-aggressions, implicit bias and more subtle forms of exclusion. Regular harassment training should include modules focused on active bystander intervention, implicit bias training, antiracism and allyship expectations. The harassment policy and brochure should expand its focus to include explicit verbiage on bystander reporting anti-racism, implicit biases and expectations for allyship. the ethics point page should be updated to include the new WHOI branding and President/Director. It should be WHOI policy to include pronouns in meetings/nametags/signatures. Old outdated webpages and harassment policy brochure should be removed including the following links:
 - https://www.who.edu/wp-content/uploads/2019/02/Harassmentbrochurefinal_24423.pdf
 - https://www.who.edu/cms/files/Harassmentbrochure_33725.pdf
 - <https://www.who.edu/page.do?pid=18997&ct=901&cid=842&print=this>
 - <https://www.who.edu/HR/harassment>
- **Demographic Data** - There are issues to work through on how demographic data can be collected and made public, but we will need to work closely with HR on this and it may take several years and/or involvement of additional departments for wider aggregation of data. We recommend that WHOI bring statements on commitment to diversity to the fore on the Department's and Institution's web sites. We also recommend that WHOI develop measurable goals for increasing diversity and track the progress towards meeting those goals. We recommend reviewing University of Delaware's demographic data collection and dissemination as a framework for developing a demographic data collection and dissemination program at WHOI (<https://ire.udel.edu/ir/diversity/>)
- **Policies for Working with Communities of Color** - Racial risk assessment on this deliverable is planned for August, then we will revise the deliverable if necessary. Training is needed for staff, both so they understand the importance of this new policy as well as for how to implement the policy itself. Approval process can be incorporated into travel approval, e.g. check if travel or work will involve communities of color and has this new policy been reviewed and followed in the plans for this trip; consequence of not following policy would be assigned readings and additional training. WHOI sustainability pod recommends adding land use acknowledgements to the Acknowledgements section of papers and in the Facilities section of proposals. We also recommend that WHOI develop an institutional land acknowledgement in coordination with local indigenous leaders. WHOI's Committee of Diversity and Inclusion (CDEI) is working with DAC (Diversity Advisory Committee Woods Hole) and members of the Wampanoag Nation to approve the land acknowledgment, and will post resources and a land acknowledgement tool kit to their homepage for members of the institution. We also recommend engaging with local indigenous leaders to determine the appropriateness of naming places that are inhabited by (majority) non-native people. Naming a place with a native name, like the Quissett Campus, should be done in conjunction with indigenous leaders as an opportunity to integrate an acknowledgement of the native population.
- **Admissions and Hiring Policies** - These are proposed modifications and additions to the MC&G hiring policy at WHOI. WHOI currently has hiring guidelines for individuals looking to apply listed publicly on their website; however, these guidelines give insight into "how to

apply," not necessarily guidelines regarding how they will be considered. The hiring guideline developed by our pod is integral in addressing the problems of both a lack of diversity within WHOI hiring pools and a lack of retention and support for WHOI URM Scientists. The MC&G hiring policy developed in this deliverable is not public currently, but we recommend posting policies (as much information as possible) publicly on the job board for potential candidates. This MC&G specific hiring policy thoroughly identifies issues associated with current hiring practices, provides guidelines on how to combat these issues, and suggests necessary trainings and action items for multiple stages of the hiring process: Prior to Recruitment (the set-up), Recruitment (the search), Hiring (application assessment), Interviews, Organizational Transition, Social Transition, and Retention. Trainings in this deliverable are centered around the Organizational Transition phase of hiring and include the need for more formal onboarding training to allow all candidates to understand how to work within WHOI's system more efficiently. Approval process for this deliverable would be part of hiring staff (or admitting students), e.g., does your plan to hire a new position adhere to the updated policies. This deliverable should be implemented by all departments at WHOI and be adapted as needed to fit specific departments.

- **Safety Plan** - This deliverable is an example Lab Group Code of Conduct and Safety Plan within the MC&G Department at WHOI and can be further adapted to apply to both specific lab groups and departments. This code of conduct expands upon existing WHOI-wide policies and focuses on guidelines regarding numerous integral factors in developing and supporting a successful lab group: inclusivity and diversity, mental health, safe spaces and security at WHOI, group communications, and field work considerations. Training regarding codes of conduct and safety plans at WHOI should be paired with training on working with communities of color to emphasize the importance of these new policies, and then also on the details associated with implementing the safety plan policy. Special attention should be paid to developing a field-work safety plan specific to both your lab and your field work location(s). Approval process can be incorporated into travel approval, e.g. check if racial risk assessment has been done on this travel location; consequence of not following policy would be additional scrutiny on future travel requests, assigned readings, and additional training.
- **Resource Map** - This deliverable is a working list of resources with links to help support the BIPOC community at WHOI and the surrounding Cape Cod area. Such resources fall under several categories including mentorship, work resources, community support & affinity groups, skillset support, professional development, and outreach resources. Currently, WHOI has no resource map specific to supporting the BIPOC community, but this deliverable should be used as a tool to all WHOI employees and introduced when first hired as an onboarding tool. When hired, WHOI employees and students should be given this resource and HR should require a check that the new hire's supervisor has a plan to go through the resource map with them. The WHOI Wiki Page has many resources listed as well, is updated more frequently, and includes BIPOC specific resources <https://wiki.whoi.edu/>