

WCNR Diversity & Inclusion Overall Progression AY 2021-22



2021-22 Goals Accomplished:

1	
3	4
	6

Goal 1

Increase recruitment of marginalized and excluded faculty, staff, and students

- Created internship opportunities that will align/merge with WCNR pipeline efforts.

Goal 3

Develop cultural competency of all faculty, staff, and students

- The Western Collaborative Conservation Network (a CCC initiative) has created a DEI working group to identify actions we can take to improve equity and inclusion within the network.
- CCC Fellows Program for 2020

Goal 4

Cultivate an inclusive institutional climate

- The CCC has created an advisory board

Goal 6

Increase outreach and engagement with marginalized and excluded external communities

- CCC Fellows Program funded two projects that focus on underserved communities.
- Project 1: Engaging five under-represented minority students in a water quality project on the South Platte in Denver and Adams Counties
- Project 2: Developing best practices for providing protected area use and access for disabled individuals and other under-represented communities.

WCNR Diversity & Inclusion Overall Progression 2021-22



Center for
Environmental
Management
MILITARY LANDS
COLORADO STATE UNIVERSITY

2021-22 Goals
Accomplished:

1	2
3	4
5	6

Goal 1

Increase recruitment of marginalized and excluded faculty, staff, and students

- CEMML's Sustainable Military Lands Management certificate may provide an opportunity to engage with traditionally marginalized demographics.

Goal 2

Improve retention and promotion of marginalized and excluded faculty, staff, and students

- Working on development of a program that would create a pipeline for promotions and career development.

Goal 3

Develop cultural competency of all faculty, staff, and students

- Development of a survey to be sent to all CEMML employees will help WCNR D&I Director assess which trainings will be most beneficial for CEMML.
- CEMML selected a D&I Liaison to support the development of a Strategic Plan for the Center.
- CEMML D&I Liaison is attending workshops and seminars to learn/grow. The intent is to bring this education back to CEMML culture.

Goal 4

Cultivate an inclusive institutional climate

- CEMML will utilize its new Communications Director to share stories, experiences, and information about other CEMML teams from around the country and the world. This information will help all CEMML employees better understand the CEMML community at large. It will also include representation of the breadth of diversity within CEMML.

Goal 5

Embed diversity and inclusion in curriculum, educational programs, and research across all campus units

- CEMML Communications Director will have the ability to work with the CEMML Executive Committee to find opportunities to embed DI into the CEMML culture.

Goal 6

Increase outreach and engagement with marginalized and excluded external communities

- CEMML Communications Director could provide a good way to improve outreach and engagement. We are a diverse organization, some of our units do a great job of engaging with the community, but we could improve that engagement with external communications to volunteer groups, non-profit organizations, and to the Base communities.

WCNR Diversity & Inclusion Overall Progression 2021-22



2021-22 Goals Accomplished:

1	2
3	4
5	6

Goal 1

Increase recruitment of marginalized and excluded faculty, staff, and students

- Revised announcement and other material for Siegele Internship program and reviewed announcements for seasonal/permanent position hiring for inclusive language. Reminded all staff to consider DEI factors in hiring, and to think of adding an interview question asking applicants about their experiences with these issues.
- With members from other WCNR units, a CNHP staff member is participating in developing Minority Opportunities in Research program / proposal.

Goal 2

Improve retention and promotion of marginalized and excluded faculty, staff, and students

- Keep track of diversity in our hiring pools via statistics from OEO (Management team).
- Conduct a full and current review of existing work climate with the objective of developing actions needed to improve work experience for all at CNHP
- Designate safe-space staff for a listening/advisory resource for challenging situations.
- Consider appointing a mentor or stakeholder group for each new employee, especially for those who have not worked in our field before, or who represent marginalized or excluded groups.
- Revised exit interview questions to enable safer feedback from marginalized/excluded group members leaving CNHP employment.

Goal 3

Develop cultural competency of all faculty, staff, and students

- Evaluate current level of CNHP's cultural competence as a baseline for measuring improvement
- Identify means to fund staff DEI training and related activities
- Maintain compensation, professional development and appraisal standards that support a dynamic and productive staff.
- Ensure that all employees (permanent staff, field technicians, temporary employees, student hourly, and volunteers) understand CNHP and CSU policies and procedures.
- Staff exercises and trainings; a review to identify problem areas; identifying funding mechanism to permit staff to engage in these activities (this part to be embedded in our overall programmatic strategic plan)
- Working on a DEI strategic plan that incorporates WCNR goals but is tailored to our non-academic unit status.

Goal 4

Cultivate an inclusive institutional climate

- In all of our interactions, embrace Goal 4 of the WCNR Strategic Plan: "Warner College has an inclusive culture that embraces diversity in gender, sexual orientation, backgrounds, culture, ethnicity, and experiences of faculty, students, and staff."
- Draft an inclusive programmatic climate policy for CNHP (DEI committee) and have it approved by the director and management team
- Evaluate our current program climate for organizational practices, employee interactions, and work settings that detract from or promote inclusiveness.
- Ensure that all staff are aware of CNHP's inclusive climate policies and are reminded to constantly and consistently practice inclusive behavior throughout their time of association with CNHP.
- Add a DEI component to our annual review forms, so that staff can report trainings, workshops, readings they have completed, etc. Encourage employees to add a DEI item to their Objectives worksheet.
- Encourage staff to attend and present at conferences in or adjacent to our work where diversity and conservation issues intersect.
- CNHP-led meetings and presentations should include land acknowledgement whenever possible <https://landacknowledgment.colostate.edu/>

Goal 5

Embed diversity and inclusion in curriculum, educational programs, and research across all campus units

- Maintain a standing DEI committee whose chairperson serves as liaison to WCNR unit DEI committees and DEI coordinator.
- Long-term and leadership staff openly, overtly model high-standard inclusive behavior for newer staff; all staff are trained on inclusive behavior.

- As part of CNHP's programmatic policies on employee behavior, develop a brief policy statement covering the expected behavior of all staff with regard to DEI issues. Make sure there are standardized (HR approved) ways for people to report problem behavior. <https://biasreporting.colostate.edu/>
- Repeatedly encourage all staff to raise and advocate for ways to embed diversity and inclusion. Team leaders and supervisors to be responsible for this communication and forwarding upward.
- Ensure that field supervisors are trained in supporting their crews in a variety of situations where underrepresented minority individuals may be at risk.

Goal 6

Increase outreach and engagement with marginalized and excluded external communities

- Review and identify points during project timelines where outreach activities are possible and choose opportunities to connect with groups outside of our traditional sphere.

WCNR Diversity & Inclusion Overall Progression 2021-22



2021-22 Goals Accomplished:

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3	4
5	6

Goal 1

Increase recruitment of marginalized and excluded faculty, staff, and students

- We will begin advertising WCNR/CSFS internships soon and plan on working on the verbiage of outreach and where/what platforms we advertise through to encourage minoritized students to apply for 2021 internships.
- CSFS has representative participation in HBCU, Tribal Colleges, and Bilingual action teams. The eventual goal is to help provide field experiences to interested undergraduate and graduate students recruited through these action teams.
- We have a lot less student engagement than other branches being that we are more of an applied agency (i.e. providing forest services to private landowners, working with federal FIA partners for inventory, outreach in communities etc), but we have identified goals 3 and 6 as ones we intend to focus on for the coming year.

Goal 3

Develop cultural competency of all faculty, staff, and students

- D&I committee is currently working with VPD to provide a workshop during our annual meeting that aims to begin the conversation, we initiated outreach to CSFS employees with these goals and asked CSFS employees to rank the importance of goals for CSFS--this provided the impetus for a training at the annual meeting and identified some basic needs for CSFS employees
- Leadership team (LT) has indicated their full support for D&I initiatives, linking the "top brass" with D&I goals, we now provide monthly updates to the LT
- CSFS will be receiving announcements from FRS communication coordinator surrounding the NR592 course this semester (theme: long-practiced ways of being on the land) to build competency through understanding some of the specifics of D&I in natural resources

Goal 4

Cultivate an inclusive institutional climate

- Considering a culture survey for entire CSFS to identify the blind spots (we have an older culture survey from 2018 that we are also using to assess needs within the agency). Working on developing an inclusive atmosphere for our current CSFS employees, to build trust within our agency surrounding D&I topics.

Goal 5

Embed diversity and inclusion in curriculum, educational programs, and research across all campus units

- Will be leveraging WCNR/CSFS Liaison position to increase awareness of D&I seminars to our agency.

Goal 6

Increase outreach and engagement with marginalized and excluded external communities

- Discussion surrounding converting our outreach materials into different languages.
- Potentially expanding our outreach towards marginalized communities on the western slope (Grand Junction area).
- Currently thinking of ways to get younger students from elementary and high schools into the field with us.
- Beginning a conversation surrounding whom CSFS tends to work with and how we can begin representing the entire population of Colorado and listen to the concerns within our communities across the state.

WCNR Diversity & Inclusion Overall Progression 2021-22



Environmental
Learning Center

2021-22 Goals
Accomplished:

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Goal 1

Increase recruitment of marginalized and excluded faculty, staff, and students

- Informal conversations with WCNR Director of Diversity to host an intern position through the pipeline partnership program initiative.
- Work to increase the exposure of summer job opportunities to Director of Diversity to share with incoming students.

Goal 3

Develop cultural competency of all faculty, staff, and students

- Director has completed University's Creating Inclusive Excellence training, co-presented at the Diversity Symposium, attended multiple college-level workshops on DEI topics, facilitated workshops with staff on implicit bias, and creating inclusive learning environments for program participants. Provided financial support for staff to attend DEI workshops put on by other entities including REI and Colorado Alliance for Environmental Education.
- Named equity and inclusion as organizational values in the most recent strategic plan. One of five, 5-year organizational goals are focused on DEI work - "Increase diversity within our programming and foster an inclusive environment in all that we do."

Goal 4

Cultivate an inclusive institutional climate

- Undertaking diversity and inclusion analysis beginning with our website.

Goal 6

Increase outreach and engagement with marginalized and excluded external communities

- Onsite signage, brochures, some program materials available in Spanish and English.
- Intentional outreach to schools that serve lower-income and/or more ethnically and racially diverse students.

WCNR Diversity & Inclusion Overall Progression 2021-22



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2021-22 Goals Accomplished:

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Goal 1

Increase recruitment of marginalized and excluded faculty, staff, and students

- Hired diverse faculty in a tenure-track ESS Faculty position as part of the D&I Cluster Hire initiative.
- Obtained \$600K NSF S-STEM grant to recruit and provide \$10K scholarships/year for 1st Gen, Low-Income & Historically Underrepresented Undergraduates to ESS & Watershed Science Majors, 2015-2019.
- Developed Alliance/WCNR STEM Institute in collaboration with CSU Access Center and Alliance Partnership to recruit Alliance HS students to WCNR & CSU, 2016 – present.
- Collaborated with CSU Alliance Partnership and CSU Admissions to provide college admissions workshops to Alliance/WCNR STEM Institute participants.

Goal 2

Improve retention and promotion of marginalized and excluded faculty, staff, and students

- Established and continued to provide ongoing collaboration with WCNR Student Success Center, through our ESS ASC participation in WASC, to ensure WCNR student retention-related needs are addressed (e.g., drop-in financial aid counseling, drop-in course withdrawal & mid-semester advising, and other similar activities).
- Conduct annual student success gap analysis as part of ESS ASC annual report and work to strategize reduction of gaps identified.
- Obtained \$250K USDA NIFA REEU grant to provide undergraduate summer research fellowships in agroecology and sustainability, 2017-2020.
- Obtained \$140K USDA MSP grant to provide undergraduate fellowships in microbiome-related studies, 2020-present. NREL - Obtained \$200K USDA NNF grant to provide graduate student fellowships of \$24.5K/year, 2020-present.

- Supported WASC efforts in peer mentoring/tutoring in Chemistry in AY 19-20 and Pandemic Peer Support network in FA20.
- Established peer-mentoring program for junior scientists.

Goal 3

Develop cultural competency of all faculty, staff, and students

- Hosted CSU Health Network staff in SP20 department workshop on CSU Notice & Respond Policies, Guidelines, and Crisis Intervention for students and any member of the CSU community.
- Invited guest speakers to Soup & Science Lunch Seminars to cover such topics as a.) Perspectives of Color in the Ivory Tour and b.) Indigenous Science Leadership.
- Participated in unit-level strategic planning that included identification of planning for diversity, equity, and inclusion, AY 18-19 and 19-20.
- ESS/NREL Diversity & Inclusion Committee - identified AY 20-21 as the year to renew commitments to planning and engagement to include: a.) expanded/opened committee membership to ensure better representation of students, staff, and faculty, b.) leading efforts for the crafting of separate unit Anti-Racism Statements, and c.) commitment to engaging in various WCNR initiatives being led by WCNR D&I Director.
 - Led and organized efforts to create an Environmental Justice Seminar Series for SP21 for WCNR in collaboration with other EJ leaders in WCNR and CSU.

Goal 5

Embed diversity and inclusion in curriculum, educational programs, and research across all campus units

- Co-leading, through WCNR Diversity Cluster Hire, the creation of the new WCNR D&I Minor Program.
- Seeking to address changes in ESS graduate student recruitment and funding allocations to better support diversity and inclusion efforts in our graduate student population.

Goal 6

Increase outreach and engagement with marginalized and excluded external communities

- ESS & NREL - Worked with CSU Alliance Partnership to provide Spanish-translated recruitment materials to Alliance HS students. ESS - Worked with CSU Education Abroad to provide Mandarin Chinese-translated recruitment materials to CSU China Programs students

WCNR Diversity & Inclusion Overall Progression 2021-22



FOREST AND RANGELAND
STEWARDSHIP
COLORADO STATE UNIVERSITY

2021-22 Goals
Accomplished:

1	2
3	4
5	6

Goal 1

Increase recruitment of marginalized and excluded faculty, staff, and students

- The FRS department continues to work with the Black Issues Forum and in the past collaborated on a few events with TRiO support services (Upward Bound). Our Undergraduate Program Coordinator participates on BIF panels and has conducted department tours and interactive events with Upward Bound students. The FRS department also participated in the fall 2020 Tuskegee University visit hosted by WCNR.

Goal 2

Improve retention and promotion of marginalized and excluded faculty, staff, and students

- Academic Success Coordinator has completed several year-end reports for the FRS department highlighting the student populations that are considered gap populations (first gen, Pell recipients, racially minoritized, and non-resident).
- FRS hired their first Indigenous scholar of natural resource stewardship to join the department faculty in Fall 2021.

Goal 3

Develop cultural competency of all faculty, staff, and students

- Completed workshops on inclusive pedagogy with the VPD office, as well as completing the Multicultural Organization Development Model (MCOD) facilitated by VPD.
- Six faculty and staff have also completed the Faculty Institute for Inclusive Excellence (FIEE) and Creating Inclusive Excellence Program (CIEP) programs housed out of the VPD office.
- Continue to work toward the goals and objectives of our DEI strategic plan created in 2016, and formalized in 2018.

- Incorporation of CSU's Principles of Community and the Land Acknowledgement statement in the FRS syllabus template.
- Completed department training:
 - Implicit bias (10/16)
 - Best practices for inclusive classrooms (9/17)
 - Multicultural organizational development and change framework (3/18)
 - Inclusive pedagogy and teaching practices (11/18)
 - Notice and respond (12/18)
 - FRS D&I Plan engagement and faculty mentoring (3/19)
 - Hosted Dr. Greg Cajete Seminar: The Philosophy of Native Science (2/19)
 - Inclusive Pedagogy and Praxis Workshop (3/20; 3.5 hr)
- The FRS department has representation on the WCNR college DEI committee, as well as the action teams for Indigenous and Tribal colleges, HBCUs, bilingual/Spanish speakers, and grant opportunities. FRS is also represented on the Discrimination and Harassment training development team.

Goal 4 Cultivate an inclusive institutional climate

- Held space during an extended faculty/staff meeting to analyze and review the department-specific results from the university-wide 2018 Campus Climate Survey, facilitated by the WCNR's Director of Diversity and Inclusion and FRS's Undergraduate Program Coordinator.
- Initiated a department book read to build community, as well as virtual coffee socials. Our awards committee, faculty/staff mentoring program also help build community in our department.

Goal 5 Embed diversity and inclusion in curriculum, educational programs, and research across all campus units

- Completed the majority VPD training offered on their website, including a 3-4 hours inclusive pedagogy workshop that was created specifically for the FRS department facilitated by Ria Vigil and Flo King.
- Funds were allocated to graduate students to review syllabi for FRS classes to compile resources to capture more diverse perspectives in natural resources. A database of teaching resources was created from this effort.
- The FRS department has included a DEI question on the annual evaluations since 2015. The question is:
 - Please describe the diversity and inclusion activities you participated in this past year and how they impacted you. Were you able to make a difference in your work environment as a result of your participation? Indicate the types of activities you would like to participate in next year.

Goal 6

Increase outreach and engagement with marginalized and excluded external communities

- The Spring 2021 FRS department seminar focused specifically on connecting with historically underrepresented communities who have always protected, defended and cared for our lands. A variety of scholars, professionals and leaders shared long-held generational knowledge in harmony with land stewardship.

WCNR Diversity & Inclusion Overall Progression 2021-22



FISH, WILDLIFE AND
CONSERVATION BIOLOGY
COLORADO STATE UNIVERSITY

2021-22 Goals
Accomplished:

1	2
3	4
5	→

Goal 1

Increase recruitment of marginalized and excluded faculty, staff, and students

- Working with WCNR Diversity Officer to provide matching funds to assist in recruiting graduate students from diverse backgrounds.
- Advertising more broadly and intentionally to reach a more diverse audience for faculty, staff and graduate student positions.
- Developing an inclusive hiring toolkit for use in future job advertisements
- To avoid bias in the graduate student selection process, FWCB no longer requires submission of GRE scores

Goal 2

Improve retention and promotion of marginalized and excluded faculty, staff, and students

- Academic Success Coordinator has completed several year-end reports for FWCB highlighting the student populations that are considered gap populations (first gen, Pell recipients, racially minoritized).

Goal 3

Develop cultural competency of all faculty, staff, and students

- Developed and approved a Justice, Equity, Diversity, and Inclusion (JEDI) strategic plan in spring 2021 with input from our chair and the broader community (faculty, grad students, undergrads).
- FWCB aims to devote one faculty meeting/year to advancing cultural competency (we have achieved this goal over the past two years). In Fall 2020, a faculty meeting was devoted to inclusive teaching practices.

Goal 4

Cultivate an inclusive institutional climate

- To help create a more inclusive environment within our department, FWCB devotes one of our weekly departmental faculty/graduate student seminar slots to a "Motivational Educational Hour," with brief talks from FWCB faculty and postdoctoral researchers to reflect on work-life balance and career challenges and failures. The theme of the Fall 2020 seminar was "Imposter Syndrome."

Goal 5

Embed diversity and inclusion in curriculum, educational programs, and research across all campus units

- Agreed to include DEI in our annual evaluations.
- A FWCB faculty member supervised the development of curricular material that encompass many aspects of diversity across the various disciplines of fish and wildlife. This material is widely available both within our department and across our college for faculty members to incorporate into their class materials.
- Incoming undergraduate and graduate students are exposed to an introductory lecture on cultivating inclusion in our fall orientation classes (FW104 and FW696)

WCNR Diversity & Inclusion Overall Progression 2021-22



GEOSCIENCES
COLORADO STATE UNIVERSITY

2021-22 Goals
Accomplished:

1	2
3	4
5	6

Goal 1

Increase recruitment of marginalized and excluded faculty, staff, and students

- Department representatives are engaged with WCNR partnership committees.
- Department members visited Navajo Technical Institute for graduate student recruitment and participation in field research
- Smith Scholar recruitment - Sent the Smith Scholarship information to campus partners who work directly with underrepresented student populations including the pre-collegiate TRIO programs, the Student Diversity Programs and Services Offices, and Community for Excellence. Shared the information with community college colleagues at Front Range Community College.
- GRE scores are optional for AY 22-23 graduate admissions and will not be included in future years. Department is working towards a more holistic evaluation framework that brings greater equity to the admissions process.
- Department is investigating the potential for college-level engagement with the AGU Bridge program, which seeks to advance Earth sciences through increase participation of underrepresented students in geoscience graduate programs.

Goal 2

Improve retention and promotion of marginalized and excluded faculty, staff, and students

- Rejuvenate the peer mentoring (graduate/undergraduate) program in the department and incorporate D&I principles in this mentoring program.
- Developed a department database to broaden exposure/access for high-impact practice involvement to students across the department. Since the implementation of the database, we've seen an increase in the number of students with underserved identities (first-generation, racially minoritized) who are now engaged in some type of department position.
- ASC updated communications to students to be more reflective of identity and utilize psychosocial messaging techniques.

- First-generation outreach - Academic Success Coordinator (ASC) sent outreach letters to first-generation students in the department and included them in orientation materials.

Goal 3

Develop cultural competency of all faculty, staff, and students

- URGE - Participation of faculty and graduate students in nationwide Unlearning Racism in the Geosciences (URGE) initiative
- Participation of graduate students and faculty in CSU D&I Field Training
- Faculty, staff and student engagement in DEI trainings offered by WCNR and Office of Inclusive Excellence.
- Faculty Institute for Inclusive Excellence training
- Developing DEI Action Plan to identify specific activities and objectives of the department, with support from the URGE cohort and newly formed Geo Graduate Student Organization.
- Created new funding for graduate student travel/professional development related to DEI activities (launching Spring 2022)

Goal 4

Cultivate an inclusive institutional climate

- URGE - Participation of faculty and graduate students in the nationwide Unlearning Racism in the Geosciences (URGE) initiative; considering how to offer in future semesters.
- New Graduate Student Organization (Geo GSO) aimed at fostering community and communication between graduate students. The GSO is prioritizing student DE&I efforts as one of the key goals for the upcoming year.
- Faculty participation in NSF-funded GeoAllies program to attract and retain underrepresented minorities in the geosciences
- Faculty participation in NSF-funded PROGRESS mentorship program to support female STEM students

Goal 5

Embed diversity and inclusion in curriculum, educational programs, and research across all campus units

- Introduction of GEOL 692: Teaching in the Geosciences incorporates inclusive learning principles.
- Current (CY 20-21) and future annual faculty evaluations include a section on individual faculty DEI activities
- Faculty development of interview series with Latinx seismologists to develop a sense of belonging for underrepresented minorities (<https://www.iris.edu/hq/inclass/video/795>)

Goal 6

Increase outreach and engagement with marginalized and excluded external communities

- Smith Scholar recruitment - Sent the Smith Scholarship information to campus partners who work directly with underrepresented student populations including the pre-collegiate TRIO programs, the Student Diversity Programs and Services Offices, and Community for Excellence. Shared the information with community college colleagues at Front Range.

WCNR Diversity & Inclusion Overall Progression 2021-22



HUMAN DIMENSIONS
OF NATURAL RESOURCES
COLORADO STATE UNIVERSITY

2021-22 Goals
Accomplished:

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3	4
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Goal 1

Increase recruitment of marginalized and excluded faculty, staff, and students

- Diversity and Inclusion Capacity Cluster hire in August 2019

Goal 2

Improve retention and promotion of marginalized and excluded faculty, staff, and students

- Annual D&I Award recognizes those who made outstanding efforts to promote diversity and inclusion in research, teaching, outreach, administration, and day-to-day acts that foster an inclusive community on our campus. Certificates awarded to 1 faculty, 1 graduate student and 1 undergraduate student in 2020.

Goal 3

Develop cultural competency of all faculty, staff, and students

- Faculty attendance at D&I workshops/training. These include:
 - World Café Sept 2019; Inclusive Excellence Part 1: Diversity and Inclusion at CSU (Oct.2019); The Faculty Institute for Inclusive Excellence (Fall 2020); Managing Conflict in the Classroom (Fall 2020), and four D&I-related workshops and webinars related to class environments and inclusive outdoor spaces. Faculty attendance at subconscious bias workshop held by WCNR D&I Director (Spring 2020).
- HDNR D&I committee is actively working on our D&I strategic plan. The main goals for 2019-2020, and 2020-2021 have been to improve course content, student and faculty experience/climate, and recruitment and retention of under-represented individuals.

Goal 4

Cultivate an inclusive institutional climate

- Organized a virtual student listening session in Fall 2020.
- The committee implemented a short survey in some courses requesting student feedback on D&I in the Department.

Goal 5

Embed diversity and inclusion in curriculum, educational programs, and research across all campus units

- Gathered and organized D&I content that faculty can implement in courses. NRRT 330 has been revised to incorporate D&I into course content.
- NRRT 402 Cultural and Political Ecology has been added to the HDNR undergraduate curriculum. Developed the D&I Minor.
- Fall 2020 field trip to an urban Denver-based environmental center to learn about building relationships with diverse communities and neighborhoods, and managing facilities for diverse motivations and uses.
- HDNR annual evaluation process includes a section about individual faculty D&I activities