



**U.S. Forest and Wood  
Products Sector  
Inclusion Council**

# **STRATEGIC FRAMEWORK**

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# STRATEGIC FRAMEWORK

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## Our Story

In the summer of 2022, the U.S. Endowment for Forestry and Communities created the U.S. Forests and Wood Products Sector Inclusion Council (Inclusion Council) to develop and champion a strategy to promote equity, diversity, and inclusion in the forest sector. This document provides the framework for activities and initiatives to advance the Vision and Mission of the Inclusion Council within the U.S. forest and wood products sector.

## Our Vision

**The future of the U.S. forest and wood products sector requires a diverse and inclusive workforce.** We are committed to creating inclusive workplaces, ensuring everyone feels valued, safe, and empowered to contribute to sustainable forestry practices.

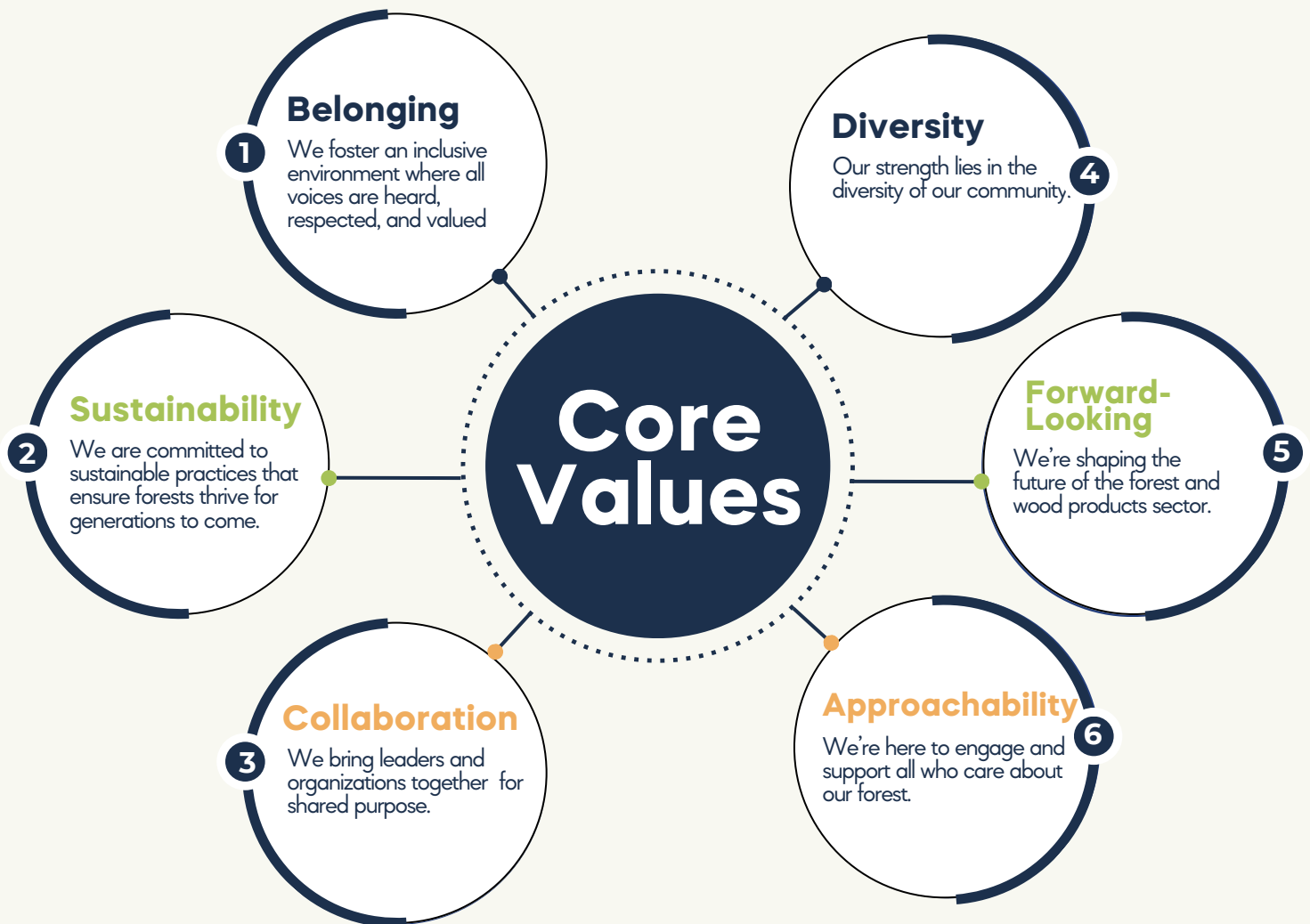
## Our Mission

Our mission is to implement our Strategic Framework and build partnerships in order to accomplish our vision within the U.S. forests and wood products sector.

# STRATEGIC FRAMEWORK



## Our Values



# U.S. FOREST AND WOOD PRODUCTS SECTOR INCLUSION COUNCIL

## Organizational Structure

### Advisory Council

Engage in decision-making and strategic planning activities of the Council. Advisors have primary responsibility for informing the strategic direction of the Council. This group of visionary, practical and supportive leaders will serve as advocates for the broader effort and ensure equal representation from a diversity of backgrounds, organizations, and views.

### Working Group

Engage in the implementation of the activities of the Council and organized around the 4 key pillars: Knowledge, Mobilization, Workforce, and Impacts. Working Group members have primary responsibility for informing the design of tasks and initiatives that support the strategic direction and enable the Planning Team to act on the mission of the Council.

### Planning Team

Endowment Staff, Council co-Chairs, and Consultants that support Council operations and the implementation of Council activities in coordination with the Working Groups.

### Ambassador Network

This network includes past Council-members and representatives of organizations or individuals that have endorsed and commit to supporting the 4 key pillars of the Strategic Framework: Knowledge, Mobilization, Workforce, and Impacts. The ambassador network will follow, elevate, and support the work of the Inclusion Council within their organizations and spheres of influence.

\*The Council is composed of the Advisory Team members and representatives from all of the Working Groups. These roles are not mutually exclusive.

## Members



**Al Davis**  
Texas A&M Forest Service



**Alejandro Barbero**  
Rayonier



**Alicia Cramer**  
US Endowment for Forestry  
and Communities



**Angela Coleman**  
USDA Forest Service



**Asia Dowtin**  
Michigan State University



**Bethaney Wilkinson**  
SFLR



**Bettina Ring**  
The Nature Conservancy



**Brian Boland**  
Billerud



**Colin Mosely**  
Green Diamond Resource  
Company



**Danyelle O'Hara**  
Center for Heirs Property  
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**De'Etra Young**  
TN State University



**Delie Wilkens**  
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**Eliza Meyer**  
Dovetail Partners



**Kate Gatto**  
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**Kathryn Fernholz**  
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**Rita Hite**  
American Forest  
Foundation



**Ron Crear**  
Weyerhaeuser



**Sam Cook**  
NC State University



**Shannon McCabe**  
Association of Consulting  
Foresters



**Terry Baker**  
Society of American  
Foresters



**Thomas Jackson**  
Enviva



**Tia Beavert**  
Yakama Nation Tribal  
Forestry



**Tiffanie Starr**  
Timberland Investment  
Resources



# STRATEGIC FRAMEWORK

## Introduction

The **U.S. Forest and Wood Products Inclusion Council (Inclusion Council)** presents its Strategic Framework, designed to champion diversity, sustainability, and collaboration to shape a more inclusive forestry sector. This plan is organized around 4 key pillars: **Knowledge, Mobilization, Workforce, and Impacts**, with actions broken into 3 categories: grow, sustain, and belong.

- **Knowledge involves collecting and sharing research, best practices, and resources.**
- **Mobilization focuses on providing actionable recommendations and learning opportunities.**
- **Workforce aims to attract and retain a diverse workforce.**
- **Impacts represents the positive outcomes of the action plan.**

Through these pillars, the Inclusion Council aims to establish a strong foundation for sector-wide transformation and sustainable growth.



# STRATEGIC FRAMEWORK

## Knowledge



### Grow.

- collect & commission important sector-wide research & workforce analysis
- find out what information would be of value to the sector

### Sustain.

- build a collection of best practices
- share best practices, tools, and resources

### Belong.

- create partnerships and community building
- provide opportunities for storytelling and sharing of experiences

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## Mobilization



### Grow.

- provide actionable recommendations based on information gained in sector-wide research and workforce analysis
- host learning labs for sector

### Sustain.

- aggregate the community, create a cohort of organizations, and potential collaborators
- train the trainer with DEI practitioners

### Belong.

- define and support development of affinity groups, employee resource groups (ERGs), and business resource groups (BRGs)
- benchmark best practices and effective strategies





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## Workforce



### Grow.

- enable the sector to create diverse, sustainable growth

### Sustain.

- recruit, retain, and develop talent through adoption of effective sector-wide strategies and lasting top-level leadership
- sustain the workforce of the future/a workforce that reflects society

### Belong.

- create environments where people feel valued, thrive, and are being taken care of through bottom-up, self-directed, and bespoke strategies

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## Impacts



### Grow.

- create a sector wide strategy and recruitment pipeline
- communicate and share information about Inclusion Council activities
- invite sector wide participation

### Sustain.

- establish standards of excellence for creating inclusive organizational cultures
- create opportunities for engagement and support of a national action plan building upon this Framework
- invite membership in the Inclusion Council

### Belong.

- benchmarks for accountability
- evaluate conditions and outcomes in the sector that measure progress toward the Council's vision



# U.S. Forest and Wood Products Sector Inclusion Council

## STRATEGIC FRAMEWORK

The **U.S. Forest and Wood Products Inclusion Council (Inclusion Council)** is committed to creating inclusive workplaces, ensuring everyone feels valued, safe, and empowered to contribute to sustainable forestry practices.

