

Senior Leadership Team Meeting
Staff Edition
June 23, 2021

1. Approve minutes from last meeting
 - a. Minutes approved.
2. DEI Engagement Goal
 - a. How do we set a goal that goes beyond the standard we set this year, and how do we make that goal measurable?
 - i. We previously discussed shifting from going from point A to point B (or checking a box) to engaging more deeply.
 - ii. In team science, there's the idea of strategic alliances that measures degree of engagement (cooperation to coordination to collaboration to coaduation) and maps growth via formation of new alliances. Under the auspices of an organization-wide goal, this simple framework could be used to measure individual engagement.
 - b. Is it too heavy a lift to ask each individual employee and their manager to work together to craft a tailored DEI goal, under the auspices of the general LAI goal?
 - i. This accommodates employees coming from different levels of knowledge and experience in this area.
 - ii. If the manager and the employee can come up with a scenario in which the employee is truly growing in a measurable way, the goal should enable that approach.
 - iii. This requires self-reflection; the employee needs to be aware of the bubble in which they generally operate and how they could step outside of their comfort zone.
 - iv. Managers will also likely need something in the way of guidance for measuring success in this goal.
 - c. How do we phrase the overall goal in a way that discourages the checkbox exercise approach?
 - i. There needs to be a clear and meaningful "why" embedded.
 1. We could frame this, for example, as achieving a deeper understanding of the student experience so as to better serve them, or a deeper understanding of the research enterprise so as to better collaborate.
 2. It is the bicentennial year, and we could encourage folks to grapple with the university's history (while avoiding the checkbox exercise).
 3. We could emphasize, "How do I do my job better?" as a result of this changed perspective.
 - ii. The measurable could be a semi-qualitative "what did you learn" from their individual goal.
 1. Or "how did this change your perspective"?

- iii. Drawing from DEI terms and best practices, is this goal essentially about empathy--and is that aligned with overall university guidance?
 - 1. I like the general idea of walking a mile in someone else's shoes, but it needs to be carefully structured. Such a goal can be difficult or objectionable to certain individuals.
 - 2. We could tie the structure of the goal to the DEI statement.
- d. We need to be careful about translating this commitment to the rest of an organization that allows people to bring their varied personal values and beliefs to a workplace where we ask only that they create effective and collaborative relationships with their colleagues.
 - i. We can look at things as attitudes, behaviors, and cognitions; as a result, we can craft an approach that ties all those things together.
 - ii. We all have room to improve, and this goal does not seek to solve a problem as much as it seeks to create space for further growth.
 - iii. The "systemic" angle is important as well.
 - iv. Having a DEI goal should not necessarily signal that something is wrong, but rather that we have room for improvement in strengthening our organizational culture.
- e. PROPOSED GOAL LANGUAGE: Choose one of the commitments in the LAI DEI statement to focus on in your work, and reflect on how the actions you have taken in focusing on this commitment have changed your perspective and enabled you to grow as an LAI employee.
 - i. Propose "... reflect on how the actions you have taken in focusing on this commitment have changed your perspective"; we need a way to hold people accountable for doing something concrete.
 - ii. It also needs to tie to the employee's work, as these are performance goals at the end of the day.
 - iii. "Identify a way to make LAI a more diverse, equitable, and inclusive organization and how you can contribute to that in your work."
- f. Proposed next steps and timeline
 - i. ASAP: SLT engages DEI leadership in reviewing draft DEI statement.
 - ii. July/August: SLT continues developing an organization-wide DEI goal alongside other FY22 goals.
 - iii. August/September: DEI goal introduced at LAI Town Hall, along with small group discussion potentially facilitated by DEI committee.
 - 1. We could dedicate each of the next eight DEI lunch sessions to discussion on each of the eight elements of the commitment. The DEI committee could be invited to support by bringing resources to those discussions as well.