



Challenge Project: Creating Equity Minded Leaders



Jonathan Alexander

Nana Entsuah

Glenda M. Flores

Kim Green

Elizabeth Jarvo

John Joseph

Susanne Phillips

Nicola Ulibarri

English

Clinical Pharmacy Practice

Chicano/Latino Studies

Neurobiology & Behavior

Chemistry

Business

Nursing

Urban Planning & Public Policy

PROJECT TEAM CHARGE

To work with the Office of Inclusive Excellence to develop a program to **create equity minded leaders.**

STRATEGY

Develop a sustainable program which will aide in **uncovering structural barriers and implicit biases** that inform one's understanding and practice of equity.

What is Equity Minded Leadership?

Guided by Deloitte's 6 C-Traits of Inclusive Leadership:

Commitment – invest time, energy, and support in proven practices for developing diverse and inclusive workplaces

Courage – challenge ingrained beliefs, attitudes and actions they hold themselves and others accountable

Cognizance of bias – recognize and redress personal and organizational biases that hinder fairness

Curiosity – have an open mindset; they seek others' perspectives and new experiences to enrich their leadership

Cultural intelligence – development of cultural intelligence in order to interact effectively with a wide variety of individuals and groups

Collaboration – value diversity of thought and experiences, and they create contexts where everyone feels empowered to speak up

Target Group of Leaders:

New Department Chairs (and similar roles in different schools)

- **Why Chair level?**
 - Key interface between faculty and administration
 - Increased networking between chairs would be valuable in promoting best practices across different schools
 - Integrate with training when new chairs take on the role
- **Chairs have many opportunities to think about and impact DEI issues:**
 - Merits and Promotions (accelerations, etc.)
 - Hiring
 - Retention
 - Nomination for awards
 - Recruiting/nominating people for leadership positions in the department and school
 - Course offerings and method of delivery, how do courses meet needs of diverse students
 - Are often tapped for future service at higher levels

Proposal: Chairs Leadership Academy (CLA)



- Currently, UCI provides no required training for new chairs. Quarterly Chairs' Workshop provides policy updates from administration (top-down)
- **Chairs Leadership Academy** would weave together training and networking for new and continuing chairs
- We believe that opportunities to interact with other chairs would be a strong motivation to participate

Fall Quarter:
Leadership Training
for new Chairs

Winter & Spring:
Working lunches
create community
of practice

Leadership Training using VR

What is it?

- Utilizes VR tools to simulate real-world scenarios and foster experiential learning in safe environment
- Visual heatmaps, interactive interviews, narrative branching.

Why use VR?

- Greater motivation to learn
- Increases confidence (belief in learning)
- Higher engagement through “realistic feeling”
- Reduces anxiety, promotes psychological safety
- Improves learning outcomes
 - How to account for all voices in decision making.
 - How to perspective take.
 - How to tackle implicit biases.



Sources: Yu & Xu, 2022; Asad et al., 2021; Wu et al., 2020; Selzer et al 2019;

Mission to Mars - New Horizons

Leadership and effective communication



Disciplines: Diversity & Inclusion, Leadership, Team dynamics

Type of experience: Interactive Simulation

Learning Objectives

- DEi - Listening to minority voice in team decision making
- Encouraging minority dissent and listening to others' perspectives
- Effective decision making in complex and ambiguous situations
- Sharing the Uncommon - How to tackle Information Biases in Teams



Description:

The year is 2055. ARES 2 space shuttle is on its way to Mars when a shocking accident occurs. Now, ARES 2 must lose a significant part of its payload to be able to safely land on Mars.

In this experience, participants are immersed in ARES Mining Mission Control and in the Mars Base Camp, asked to make a tough decision on the payload cut. Working in teams, participants will gather information and share it between themselves to achieve the best solution, and save crew life and uphold mission objectives. The clock is ticking as the ship gets closer to Mars. What will you decide?

Unique Features: Narrative fork, Behavioral data (Heatmap visualization), Interactive environment. Interactive interviews

Recommended session time: 180 minutes

Duration of VR: 30 min

Keywords: Leadership, Team dynamics, Decision making, Communication, DEi, Change management, OB, Crisis management

Creators: Charles Galunic, Jennifer Petriglieri, Spencer Harrison

VR Training Budget (using INSEAD XR)



Budget

OPTION #1

Annual Credit Package (\$40/person)	\$20,000
Annual Device Support (\$120/device)- 40 devices	\$4,800
Set up & Onboarding (One Time fee)	\$5,000
Other (branding, full library access) - First-time customer discount (Complimentary)	
Hardware - Purchase - Pico G3 headsets & Accessories (40 devices x \$400)	\$16,000
Total	\$45,800

OPTION #2

Annual Credit Package (\$40/person)	\$20,000
Prep, Rental & Shipping - 3 Days usage - 40 headsets @ \$100 per device	\$4,500
Total	\$24,500

****Goal is to defer costs through grant funding through Advancing faculty diversity grant program.**

Chairs' Academy Networking Quarterly Lunches



- *Fall Lunch: VR!
- *Winter & Spring Lunches: Modeled on the PLA, with chairs assigned to multi-disciplinary groups (or no more than 6)
 - An invited speaker introduces an important DEI topic (no more than 20 minutes)
 - Sample topics for lunch prompts:
 - Developing your vision
 - Workload equity, incl. invisible mentoring
 - Hiring & retention
 - Discussion and work time for chairs to share about the quarterly topic

Chairs' Leadership Academy: Anticipated Outcomes



- Building awareness of equity-minded leadership
- Viewing equity-minded leadership as integral to their roles as Chair
- Building a community of equity-minded Chairs

Program Evaluation



- (Pre/post) survey can be used to evaluate program success and inform further interventions.
- Focus on general leadership
- Build off Deloitte's leadership characteristics
- A template/google form survey could be developed by OIE and provided to chairs



Questions

Challenge Project: Creating Equity Minded Leaders



Jonathan Alexander

Nana Entsuah

Glenda M. Flores

Kim Green

Elizabeth Jarvo

John Joseph

Susanne Phillips

Nicola Ulibarri

English

Clinical Pharmacy Practice

Chicano/Latino Studies

Neurobiology & Behavior

Chemistry

Business

Nursing

Urban Planning & Public Policy