Project Completed by:

EDUCAUSE
Building an Inclusive Workplace: Session 1
Thursday, January 30, 2020
1:00PM – 2:00PM Eastern
Hello, everyone and welcome to today’s EDUCAUSE we are nature building an inclusive workplace session one. There is a session two and I posted a link to that in the chat if you are interesting. I'm director of professional learning at EDUCAUSE and I'll be your monitor today. There’re a few reminders I want to share. We hope you'll join us in making this session interactive use the chat window and if you are tweeting use the hashtag EDUCAUSE webinar. If you have audio issues, click on the link in the lower corner of the screen. A drop-down menu will appear where you can start chat with, and hosts and a session recording and slides will be archived later today on the event site. Let's turn to today’s presentation. Higher education is facing change. How efficiently are IT organizations respond to tighten budgets. Academic program changes and merging service units is going to depend on teams. Technology can support many services; it is the people in an organization who provide creative solutions to challenges. This two-part webinar series is going to focus on how to build team and building an inclusive team. Bias affects team and research demonstrates a successful change occurs in small increments and we can make a positive impact in our classrooms and across campuses. We'll discuss motivation and developing talents and using data to build those teams. Our assistant director of academic technology and her colleague who is manager of IT management at the university of Nebraska Lincoln. Thank you for joins us today and I’ll turn it over to you.

Hello. Thank you everybody for being here today. I'm Marcia Dority Baker, the universe of Nebraska on the Lincoln campus and I'm excited to have today's conversations and I echo what's been suggested. Please use the chat. We want to hear from you. Todd and I are going to share our experiences in building inclusive teams but that's not the only way. We want to learn from you as well. Join us in the chat. We'll have time for questions, and we'll try to make this as engaging as possible by polling questions. There will be two of those coming out to you. I’m in Nebraska and I’m glad to be here today. Thank you.

Thanks, everyone. I am Todd Jensen from the University of Nebraska and I help with the service management space and currently we're working on coordinating service management principles and practices throughout of the organization. I have the privilege of sharing an EDUCAUSE community group and one of the things that I've been trying to do as my chairship has allowed me to is redevelop or integrate many some of the things we talk about with regards to better allies, women in IT and building inclusive teams. I've been in technology for roughly fifteen years and I've experienced strategy design operation and I really have learned a lot through this process of diversity equity inclusion and leading some of these sessions and hearing stories as well.

Thank you, Todd, Todd and I both work together at Nebraska and this has been a really cool opportunity. We get to help lead the Cc team at EDUCAUSE and we work at Nebraska and we talk about how can we work together, how can we build teams and what does that all mean for our organizations and if you are familiar with Nebraska we had an ITS or IT organization that we organized a couple of
years ago and we're working on this. We're actively going through changing how we do what we do and what we look like as an organization. For us this is a topic of interest and also a way that we can partner with our colleagues. As noted, please ask those questions and have conversations in the chat room. As Veronica said this is a two-part webinar series. So today specifically we're going to talk about teams, some of those perceptions and biases that go into teams and talking about building an inclusive workplace and discussing what motivates people. We'll go ahead and get started with a couple of learning objectives that we want to make sure we're all using to set the groundwork here. What is that inclusive team? What does it look like? How can be built inclusive workplaces? Most of us are in higher ed and we work with many areas of our organization on our university and we have stakeholders, faculty staff and students and an inclusive workplace is a priority for many of us. Everybody has a bias. We are human. We are not robots, we are not perfect and we want to touch on that and talk about what that does to people and how we can acknowledge that and learn from it and we want to make sure we're plan /P-G for sustainable improvement process. What can we do to make change? What are those small incremental things that will stick going on and research shows that people make New Year’s resolutions and if you don't stick to it that two or three weeks it's probably not going to continue the rest of the year. Let's look at refraining that. What are one or two small things that each of us can do that will cause improvement so a that at the end of the year we'll have that same change happen and it sticks. That's where we are at today. So this is a quote that I wanted to use to start today's conversation about perception. We don't see things as they are. We see things as we are. And this leads into a brief conversation on bias and really, we don't have the time built in today to talk about bias. There's conscious and unconscious bias. There are a number of wonderful resources out there and we'll provide that list to the group to talk and learn more about it but what we really want to do is talk about the fact that bias is something that we have as humans because of how we grew up. That was safety mechanism but we don't have to stay that way and sometimes when we step outside of our norms, the idea of walking a mile in somebody else's shoes and seeing what life is like for other organizations, our campuses and world that opens up the opportunity to think differently, react differently and have a really good conversation. So we want to just say that here as we start this that building an inclusive team means that we really have to rethink how we've always done this things but being open to new ideas and opportunities make it innovative and as organizations we need to be innovative in towards world to make that change.

>> It's been an interesting journey for me to look at my biases. Five years ago, before we started doing women's IT conference, I was doing things that impacted people that I didn't know I was doing. As we started opening up that uncomfortable discussion it really became aware to me that I needed to become more conscious of what's happening, what effects I'm making and understanding where other people are coming from. It's been a great journey for me and I continue to focus on this bias concept and the fact that you just don't know sometimes what others are going through or what the impact that you might be doing may have on someone else. I think this quote is just fantastic in the sense of what really happens in the world today.

>> Todd and I were preparing for our presentation today. You know, you have always the good prep time for what you are doing but also that conversation that goes on and we always talk about language. And for many of us especially in the Midwest it's common to say, hey, guys and I find myself doing that and it makes uncomfortable. Wait a minute, how else can I great people? I think this is a good
opportunity for growth. For change. My mom says you are just polishing off those rough edges and it’s okay. We need to do this as humans. I still find myself greeting people in a way that I don't want to and thinking about what is a better way to be welcoming? It might not be comfortable for everyone. We’re learning and it’s been a growth opportunity. We wanted to also provide a definition of an inclusive workplace and this is something I found on LinkedIn. I like the quotes we can make this link available as well and it was part of a conversation. I want to read this. This is what I want for my workplace. And teams. I want everyone to feel valued, so an inclusive workplace is a working environment that values an individual and group differences within a workforce and enables companies with backgrounds and perspectives of the employees in turn contributes to creativity. Wow. I want to work there and make sure my organization reflects that. This is really not just a big picture, but this is something that is attainable. This is going to take all of us and I really like that it talks about not only the people, the employees that are going to be in the environment but it also talks about a company that embraces backgrounds and I think this is a two part conversation that needs to take place and is taking place but it shows that we’re both going to be able to make it happen.

>> And adding to that, I think one of the things that we find obviously in Nebraska or anywhere that you are doing this work is it does take time. It doesn’t happen overnight. I think people want to say, oh, just snap your fingers and say now we’re diverse or inclusive. I think this is a mindset. This is modeling. This is changing policies and practices and reviewing how things are going. Having hard conversations and I think it does take time and we’re talking probably years in making profound change and difference, maybe decades in that sense. So let's start now. Let’s start yesterday and get things moving. Q. Yes that is an excellent comment. It does take longer than we expect but in the long run building that foundation now, in the beginning of the year making those small tweaks will pay off. We have a question for everybody who is joining us. We realize that we’re in webinar mode which means it’s one sided. We get to talk, and you get to listen. We don’t want it to be that way. We want to make sure we’re hearing from the group. How do you feel? Do you feel your workplace is inclusive? Yes, no, or unsure? And then also please use the chat to comment on this as well. We want to really learn from you. I think depending upon where you are in your organization this might be a different answer and depending upon how long you’ve been in your organization, that might change as well. Every other year we do our organization -- we just received it a couple weeks ago -- survey, environmental scan of how we feel as employees of our organization and we continue to talk about its inclusivity in our organization. We’ll give people time to note. We've got some good conversation going on in the chat. Thank you all.

>> Quickly, the CSU N question about work in progress I think it probably always is. Is it more work in progress? You will likely answer unsure in that space and hopefully it's yes and unsure and not a whole lot of nos. We'll see how it goes.

>> Thank you. I'm looking at these. It sounds like sometimes -- thank you, Danny for that. I agree. It depends on sometimes the team. Not just team or your division but thinking about workplace in general, how does that environment feel? But sometimes it feels more inclusive than other times. The other thing that make a change is leadership change. That really can make quick change on how the environment feels or not. It depends. Yep. Of so maybe unsure. I should have had a slash sometimes and it depends. I appreciate that. It’s a work in progress. That is the beauty of being human. We change. Polish off those rough edges. Sometimes we'd like to be super shiny as possible and sometimes it takes
longer than expected. It depends upon the unit and the manager. That is a good point. Once again, leadership has a very important if not key role in how inclusive an organization is. I think we all know that we can hire for diversity and we can try and create an inclusive environment, but leadership sets the tone of what that expectation is. Thank you. That’s a good comment as well.

>> Well I’m looking at the numbers and it looks like we have about half of us feeling like yes, our workplace is inclusive and then I second Todd on this one. I’m glad we have more unsures than nos. We’ll finish up that poll. Feel free to continue using the chat and have that conversation. So I will admit it. As you are looking at the slide, I’m a fan of Lego’s. I wanted my brother to ask for Lego’s for Christmas so we could have double Lego’s in the house. It is for children, girls and boys to play, to imagine, to be creative and to really get to learn as adults and that is awesome. So this quote came to us as we were working on this presentation. Diversity is being invited to the party. Inclusion is being asked to dance. And so we’re going to take a brief little break right here and actually show you what does that look like. Do we have the music that goes with it? Alright. Well, maybe it’s me as one of the presenters here. There should be music playing to this. That is the everything is awesome theme song. One of the reasons I wanted to use this as our visual is that each of these Lego characters is someone different, but they are a unique person. But when they come together everybody is at the dance and everybody is enjoying themselves and having fun and if you look at these creatures as they are having fun, y’all want to be there, right? Look at the dance party that’s happening here. So, if you want to see the whole video it’s out there but this is the everything is awesome song from the Lego movies. How many people are Lego fans? Let’s see that as we’re transitioning through here. Some heard music and some did not.

>> This quote sums it up. It describes what’s happening and I thought the video was just tremendous in the sense of it’s showing quite the diversity of people and different kinds of characters and things and they are basically all dancing together and everybody is invited and everybody is working and playing together, if you will. I thought it summed it up really well.

>> Alright. Thank you all for commenting on Lego’s and once again, some of us could hear the sound and some could not. It is out there and if you have little people in your life this song probably just popped into your head when the video started. What would it take to build an organization that is so inclusive that people just walk up to you and say hey, let’s dance? That’s what this conversation is. What would it be if we built out teams and created an environment where our staff and teams felt very free to walk up to another team or to flag other team and say hey we have this project and we really want your help. We know you are the leading experts on this. Can you help us so we can do that together? Dancing you do together so that’s where we want to go next with our conversation. Alright. So, this is a pretty big pile of Lego’s and some people are probably cringing because you may have stepped on some of these which can be painful. Some of us might be looking at this going wow look at the potential to build. There’re all kinds of stuff that we can build with that and I can’t wait to get started. Some of us are thinking about the cleanup. If you vacuum those things you are going to fill up the bag. The purpose of throwing this pile of Lego’s and to demonstrate that all of the shapes and forms and colors and the plastic that are in here really are what we need to build out teams. Data shows that diverse teams are successful teams and we know that the more we include multiple voices in my project and service that we provide the better it’s going to be and if you look at some of our IT organizations, we unfortunately do not reflect what’s happening on campus. So, what would it take to build out more of a diverse team? We need to
see that our differences are an asset and not a conflict and when we have many inputs for opinions and for how services can be better, what we can do to work together we have a stronger product in the end. Sometimes it feels like it takes longer than expected to make change and it feels like it's just not coming. It's not there. I want to note that diversity and inclusion and what that means and define it is changing. It is generational differences and as our workplace continues to evolve what we value is going to continue to change and so I was taking a look at some articles. This one is from fast company and Millennial's, use diversity of backgrounds and perspectives within a team. This is known as cognitive diversity and they use the word to describe the combination of IT traits to overcome challenges and achieve business goals. Cognitive diversity is a necessary element for innovation and 71% are more likely to focus on teamwork. I like the idea of using this quote to overcome challenges and achieve those business goals and that is reflective in the data. We know that teams that are built that are diverse in thoughts and inclusive in mindset really do perform better. There are more ideas at generating, we don't get silos. We have diversity within that thought which in the long run provides a business with a better service and more users, so it is a win overall. But sometimes like this pile of Lego's it can be a bit messy to get started.

> I'll add as well, you mentioned Millennial's and that concept. There's basically an expectation that we're doing this in our organizations and as another key element in higher ed, what attracts people to come to our organizations? This is a huge factor in decision-making in young people and that's helpful to keep in our careers and advocacy for bringing people into our organization, keeping them.

> Alright. Thank you for the comments. Yes, I realize that most of the dancers were male. I was looking more at creativity and some of the characters including the kit cat. I like that. 71% of Millennial's, it was that Millennial's in general, it was that Millennial's in general, that they view cognitive diversity as a necessary element and 71% more likely to focus on teamwork and I think depending upon perhaps your experience in elementary there's a focus on teamwork and it becomes a norm and we're seeing a generational shift. Sometimes it feels like it's slow to make change, but I think it is coming. As we think about diversity and inclusivity and teamwork, I think it also is an opportunity to step back and reflect on why you do what you do. Right? So we're talking about teams and talking about being a place where people want to walk up to the person and ask to dance like in the Lego video. What motivates you? Why do you come to work? Why are you in your profession and sometimes when we think about that motivation that allows us to think about well why is my team here? Right? A lot of times within an organization we're always looking at those strategic priorities and aligning with the mission but if we're talking about our people, we need to know why they are here. Why are they at work? We're going to do a poll. And let me forward this slide. So if you could take a little bit of time. We're going to give you a minute. What's THREE of these that resonate with you and think about this in regards of why you come to why? What motivates you to be in your position or your job or your careers and perhaps how you define it and also is a motivation for you. You can also use the chat if you'd like.

> You may be interested in sharing a story you shared with me which solicited this poll question.

> Yes. Thank you. So this motivation activity I came across when I was in the IT leaders program that more ASSOCIATES was provided to my organization and so I lead our LMS team and our learning spaces team and design team here at the university. We have a Monday morning huddle and I was excited
about this activity and I told the team we’re going to do it and it’s all going to be anonymous. You don’t have to tell me if you are not comfortable, but I’d like to tally what motivates us as a group and next week we’re going to talk about it. I’ve been in higher ed for a long time. I’ve been here at the university for over fifteen years. It turned out when I tallies the results and got it, they did not necessarily reflect me which is the opportunity to participate and being part of a mission, meaningful work that I felt strongly about and I had one individual who came and talked to me and this staff person when marked benefits. We all have responsibilities in life but for this particular person it was because their spouse had cancer and working at the university provided the healthcare that they needed to cover that. And I think the conversation was really changed my perspective on why people come to work and why they are at the university. As noted we wanted to think about this with some I time and say what’s motivated you but when you do this with a team it really does change your perspective and that really shook my bias, so to speak, that everybody on my team felt the same way about work as I did and it made me rethink my approach to some of the things that we do, the way we talk about services or the expectation of why people are at work and how we communicated to each other. It is a powerful thing to think about motivation and motivation can be seasonal as well. The good news is this staff person’s spouse and well and life is better for the person but at that time it was a conversation I did not expect to have. But it really opened my eyes and it made me more empathetic to my team which I wanted to be as a manager.

>> I just wanted to go ahead and wrap up your comment on the polls.

>> The high number for this, I see one hundred two responses for meaningful work, and I think that’s the thing being in higher ed that you align with the mission or the purpose behind where you are. And that’s a very powerful thing, right? To feel like you are working someplace that makes a difference. The other one is opportunity to participate. Positive environment, I would offer that an inclusive environment is positive environment. I’d say they probably have a relationship right there but thank you all and I know you can all see these so if there’s one that jumps out at you please use the chat and let us know but looks like we have a consensus, thank you.

>> I just want to go over a few questions that came in earlier. Sometime comments on ageism and I wondered if you have any thoughts. That is a category that doesn’t first come to mind, but I wondered if you wanted to share thoughts on that.

>> That is a really good question and I think as we talk about building an inclusive team or an inclusive environment we probably all default to what is comfortable and so depending upon your age and your abilities you might not think of ageism as something to be concerned with and other people might feel like that is a factor in THEIR ABILITY to get a new job or move up within an organization. I was reading data recently that they were talking about how we have a perception of what old is and that number continue /TOZ change and depending on the individual getting close to that number they don’t see it as old anymore. We see people working and living longer as humans and that’s also changing what that looks like, but our organizations don’t necessarily reflect that perception change of what is old.

>> Great and Susan commented about the general natives and digital immigrants and how to engage those different populations as we see younger folks come into the workforce and then also folks that have been there for a while and have different perspectives. Do you have any thoughts of how to tackle
supporting those two diverse communities?

>> I can take a stab at that. I think one of the things that you obviously have to include is everyone's perspective. Even if you have sharing time where a person shares personal information about themselves if they choose to or feel comfortable doing, I think understanding people's perspectives are important and think that's where the bias comes in and the unconscious bias. If you think about you and only you are going to Miss out on a lot. You may negatively impact someone else. And awareness of that as well. We talked about education and training and looking at these types of concepts and having discussion around the discussion we're having today; I think that's important to integrate into the workplace. Understanding what people's perspectives are and making sure you are cognizant is important. I feel like I've grown in that area.

>> It's interesting when you think about digital natives versus digital immigrants. I'm sorry. Question rolled by really quick. But I'm thinking about some of those services that we offer and within our organization we use slack. And it's interesting, I wouldn't say that it's so much the age or generation of our employees who are our slack power users. I would say the level within the organization. That's where I sense a technology that maybe not everybody has embraced and within our leadership levels, we have a range of ages and backgrounds, right? And there's just a number of senior leaders who aren't necessarily on slack. And using it but they know it's there and they appreciate and encourage staff to use it and then I'm thinking about Canvas, the MLS we use in Nebraska and one of the huge wins is the mobile AP for students. Students love it. They like not having to pull out their laptop to check grades and when I tell instructors they are like an AP huh? You can grade from the teacher's version of the AP and all of a sudden, they see an opportunity add an AP to their phone. It's efficiency and it's more having the conversation about how we can find value in services and it's not so much technology, either-or it's well what is your busy life and how can we use technology to make it more efficient or decrease stress for you. Sometimes I think it's reframing the questions as an either-or to a well how could we help all depending upon what they need. It is interesting and I know that when we talk about generations that work that opens up a huge can of worms on many other subtopics within that. That being said, we have a lot of people at work and when they released the recent job stats, we actually have more women that are employed right now in the United States than men. I think the perceptions that we have about those generations, those are characteristics. Not necessarily realistic. So the people that are in our workforce are different maybe than what we've always seen in the past so that's another win where that bias is something we all perhaps need to reframe into a way that we say wow look at all these people I get to work with. Look at how my team is so much different than me. How can we work together to do something bigger and better than if it was a bunch of robots?

>> I have one other comment I wanted to share. I thought it was particularly interesting and maybe something you want to address. One of the participants noted a that hierarchy prevents insurance /*R inclusivity at times and people often think inclusion is related to diversity but not necessarily the power structures. I'll turn it over to you in case you want to talk about that a little bit or continue with your presentation.

>> I think that's a good question and comment. I appreciate it. I don't know that I have a fix for or an easy win for that one. Charts are the biggest challenge and I think that's where having the conversation
about being allies, better allies. Maybe we'll make a difference in a different way. Instead of it being how we used to do things, I think sometimes as noted we hire perhaps for diversity, but we don't build on that inclusivity. How can we be a better employee and respect each other? A lot of research shows it's the leadership that really sets the tone for the team and for where the organization is going and if the leadership doesn't model what the expectation is, it's hard to see that change. You could influence in pockets in the areas where perhaps you have the ability to make and to demonstrate how powerful it is to have an inclusive team and create an environment where everybody feels welcome. The research says unless leadership is involved in that it's hard to do. We can put the link in the chat as well. There is a recent report out from EDUCAUSE on HR that has good stats about what our organization looks like. I believe it includes organizations with seniority and how inclusive they are and then it also has findings on where employees are in the organization that value inclusivity as well and so it notes in there -- thank you, Jamie. You found it. Put it in there. It notes in there that typically people who find most value of training for inclusivity are course are women and minorities because that starts the conversation. Most organizations note that that is important. Unfortunately, not all organizations make it a priority. Veronica put it in there as well. Thank you. That's a really good report. I highly recommend reading that. I will note that I know that everybody may not be able to join us on our next workshop, but the next part of this conversation talks about how to build out teams and what the different roles on the team are. We purposely pick out five different roles and the discussion of how rotating team members through those different roles can help provide a more inclusive environment because everybody has to participate. Instead of resorting to the people who talk the most or take the best notes everybody has to take a role on a regular basis and in doing that that can help create a more inclusive team because now everybody understands what it's like to be in somebody else's shoes. We will continue with this conversation next week.

>> I want to share one thing about the organizational power struggles and things. A few years ago, in our organization a CIO or senior leader, Vice President of technology said we’re going to have a retreat and bring people together and leave titles at the door. It was selective as far as who were able to come. In a sense I guess that was not as inclusive as it could have been but there were different levels of the organizations that were invited to the conversation and essentially we were trying to work through what does it look like to be inclusive and how do we move the bar, if you will, to what we're doing as outcomes and trying to create that inclusive diverse discussion rather than having senior leaders at a table. I was able to be a part of that. We only had one of them and sometimes it's hard to leave the title at the door, but it was a start and I think that if our senior leaders continue to do more and more of that. Obviously, there's a lot of humility there and potential concern with opening up and sharing information with leaders that maybe you don't have interaction with as much as you'd like to. I think it has to be authentic and it was to some degree, but I think it takes more than just one grouping like that to make progress.

>> That's an excellent example of leadership purposely. Like I said, leaving the titles at the door and saying what we need to do? It's powerful when that happens. We have some really good comments in the chat. Thank you all for participating. And I appreciate sharing out that article from the Atlantic about when do people become old and how we're changing that. Fifty is the new forty and seventy is the new eighty. Maybe I've got those numbers backwards, right? As a generation hits a pre-defined age all of a sudden mentality is pushed out of it. Oops. I went through that one. There we go. Okay. So this is the
farms worth house. This is an all glass house. Hopefully some of you have seen this. This is on my bucket list of places to travel and to see at some point. It's also if you are into building Lego's and you are an adult, Lego's has the architecture line which is one of my favorite lines and a good excuse to still play with Lego's. I picked this for a couple of different reasons but there's a quote out there about living in a glass house and it can be challenging as Todd and I have talked about when you realize that you need to change perception or your biases and that as you do research or as you read or really proactively decide yes I want to build an inclusive team or how do I become a better alley, it can get comfortable and sometimes it feels like rocks are being thrown at your glass house. You need to live that out and it's hard to do that but it's well worth it. As discussed, the motivation, taking that I time to say why am I here? What motivates me to be in my organization? How do I align with the mission or priorities that are at my institution, having those honest and challenges conversations with our teams and the people we work with about motivation? Feel free to use the activity as an ice breaker there. And also what I have found and this can be challenging for me because I like to talk and I enjoy a good conversation with people, sometimes being quiet and really giving people the space to talk and active listening can make a huge difference. If you are going to ask your team what motivates them, you can't interrupt them when they are talking about it. Alright? Sometimes I find that's the hardest part is learning to be quiet and to listen and to take what has been said in a way that you can help make it better and so, building inclusive teams sounds awesome and as we noted it's going to take longer than we expected. It's going to take hard work but we're going to build out something that as an organization and team that people want to be at and want to stay and that's what we need most. We need our people to feel like they are included and valued. So there's a really good quote by Michael Jordan and he says talent wins games. But teamwork and intelligence wins championships and that quote speaks to the conversation today in that we're not going to make this instance change as much as we'd really like to wave the magic wants or Lego's, it happens, we build this thing immediately, it is going to take a lot more work but if we do the teamwork and build that intelligence out it's going to be championship season for a long time. Not just a couple of games here and there and that's what we want. I'm looking at the comments. Other people want to comment about perhaps a glass house or what you've learned through listening more and this rumination of well how can I make an inclusive team.

>> I'm going to share a quick story. Someone I was working with at a big ten school mentioned they had a CIO that would sit in the corner and knit and she was learning and obviously taking everything in intently but she wasn't taking her title or inferring that she wanted to move something in any direction. I think that that's maybe a perfect example of a glass house scenario where she was truly listening and she wanted to know everybody's perspectives and opinions and directions, things like that. I thought it was a really great story and that's never happened to me, but I would love to be a part of something like that.

>> That's awesome though. Think about how often we sit at the same spot in meetings. What if we sat at a different spot and what would that do? How would that disrupt or change the dynamics at a meeting or project? That's a good story. I might have to bring my knitting to work.

>> Yes, you should. I think we may have had a question come in about running equitable meetings. I'm starting to incorporate this with teams I work with as well where you have different roles people play in any situation or conversation in the meeting. You have a facilitator or note taker or a person that sends
agendas out so role reverse to some degree. Not always the same person facilitating or taking notes. Some of the instances we've heard before where specially women are designated as the best note taker and I've noticed and heard conversations that people say sometimes that's just okay with that person and they say well you are the best note taker so you are going to do that. Be strong and say, you know what? It's someone else's turn today. I think that's a really great way of making things much more inclusive in some ways and also diverse in the sense that if a different facilitator is running the meeting you might have different people talk and that's a good way to spread the wealth, if you will, and an opportunity for people to provide their two cents.

>> I have a question for you all. There were several comments about leadership setting the tone a little bit ago and I'm curious what tips you might have for initiating a conversation with your boss or a leadership about things that could be done to make people feel a little bit more included. How do you do that? Those are difficult conversations, but I think they are key in prompting change.

>> That's an excellent question. I can speak to what was done at Nebraska and I think a really good opportunity for all of us within higher ed is to scan the horizon and see what our peers are doing and then approach it with we saw this really cool thing at university X. Could we try that here? Right? For us at Nebraska we started a male allies group and that kicked off a couple of years ago and last year we realized that it wasn't really very clear or inclusive by having a group that was a called male allies so we changed it and moving more to a better allies concept. If you read Karen Katelyn's book, a wonderful resource of being a better alley, it was modeled off of that. It was something we saw elsewhere and we thought it would be a good way to have staff talk and engage and have conversations and then it's been here a couple of years and it's now evolved into better allies and we've rotated through staff involvement as an executive team and the people that initially kicked it off are saying it's time to pass the torch to the next group and our next conversation with our executive sponsors in the IT leadership, we appreciate you being our executive sponsor. Do you want to continue with that or is there another person in senior leadership that could fill that role and it allows them to pass the torch in their leadership as well and let other people participate in the group? For us it was an opportunity for us to say we've seen this at a different institution. Let's try it at ours and having it evolved as the organization needed it to. I appreciate the better allies. I am one of the people rolling off and I know Todd is one of the people's rolling on as part of that executive leadership team so we can continue on with it in our organization. More people have the chance to participate and that's the second part to the question, how do we make it sustainable? That's a good question too.

>> Another question, speaking of came in about how you respond to and I don't think you necessarily commented on this but let me know if you have about criticisms for people who are trying to promote inclusivity and they note that sometimes you get the comments, everyone is so sensitive or offended around here these days. It's hard to say anything. What are your thoughts on defusing some of those comments?

>> I'm looking at that question and I hear it. Sometimes I think my response is well perhaps we're just more willing to have conversation now. Maybe that would be the approach to someone who says someone is just so sensitive and offended these days to reframe it and say perhaps it's not that everybody is so offended but we're more open to having a conversation about how we treat people or
what appropriate language is or how to respect one another. To me, that is like a statement that just is like an approach to a fight. So I think I would probably try to defuse the situation. [Laughing]. Todd, have you had that one?

>> That can really get elevated rapidly. I think one of the things that I may come back with in response is we're all just trying to be better people, right? And the idea that it's too sensitive or we're being too inclusive I think is not a great perspective. Obviously there's lots of different perspectives and you want to be open to that but if we're trying to be better people I think that's a great mantra to go on with whatever part of the organization or level you are in.

>> I'm just looking at Elizabeth's comment about people have been offended in the past and they are just standing up for themselves now. Wouldn't it be great if we had a work environment where people felt they could stand up for themselves? I feel there's foundational leadership principles here that are successful in so many different ways. Just something to think about going back to those basic core principles about working with people and influencing people and things like that.

>> I second that. I'm looking at the comments. Thank you everybody for having a good conversation in chat. I appreciate that.

>> I think, you know, as I kind of recognize what Elizabeth said, recently it is true that at some point if that person or group of people are saying that throughout the organization likely they are not going to be around very long in the organization. Ultimately, I think that perspective will drown out. Maybe that's an optimistic viewpoint but that's how I look at it, I guess.

>> I also think we get siloed in our organizations and it goes back to why we are here and we are here to support the mission at our institution and most of us are in higher ed and that is a mission to educate people to think, to have critical thinking skills to support innovation and so I second Todd. I have to think that somebody who has that mindset might not be around for a long time, but I think we can look to what do we want to do with our future state and how we're going to get there. How do we work together to build that positive and innovative mindset?

>> Well thank you both. We are just about out of time. This was a very fast hour but I want to remind folks there is another session part two to this that is happening on February fourth just next week from one to two Eastern and I think Jamie posted a link to that just a little bit ago. On behalf of educate I'm Veronica. It's rare to see action online. I'm grateful. This is a good topic and I loved hearing all the perspectives. Don't forget to click on the evaluation link there. You'll find them in the chat. Your comments are important to us. Please don't forget to do that. As I mentioned earlier the sessions recording and presentations slides are going to be posted on the event site. Feel free to share those resources with any of your colleagues and again we hope to see you next week part two building an inclusive workspace. Thank you, everybody. Have a great weekend.

[End of Webinar]