

THE PATH FORWARD

Project Pathway Update
Next Steps



THE FAMILY
INSTITUTE
at Northwestern University





TFI | call to action

“We are asking the organization to join, not lead, in the self-examination necessary for all of its members to feel heard and seen. We are asking the most privileged to do their work, to engage in the necessary processes to look at our institution more expansively and cogently.”

Letter written by a group of faculty, students and clinicians received by TFI leadership, May 31, 2020



The Challenge

TFI has implemented initiatives and efforts designed to enhance diversity, equity and inclusion over the last several years, however the impact of these efforts have been hindered by a need for greater organizational structure, trust and alignment.

Project Pathway

OVERVIEW

PROJECT PATHWAY | overview



Vision

TFI is committed to cultivating a culture where:

- equity is centered
- differences are deeply valued



Goal

The goal of this project was to:

- develop a structure
- deliver a process that facilitates greater organizational trust and alignment



Scope

Project Pathway set the foundation for how TFI will engage in its DEI journey.

Define Problem

Identify Guiding Principles

Create a Template



Metrics

Success will be defined through the following:

Growth in engagement and alignment

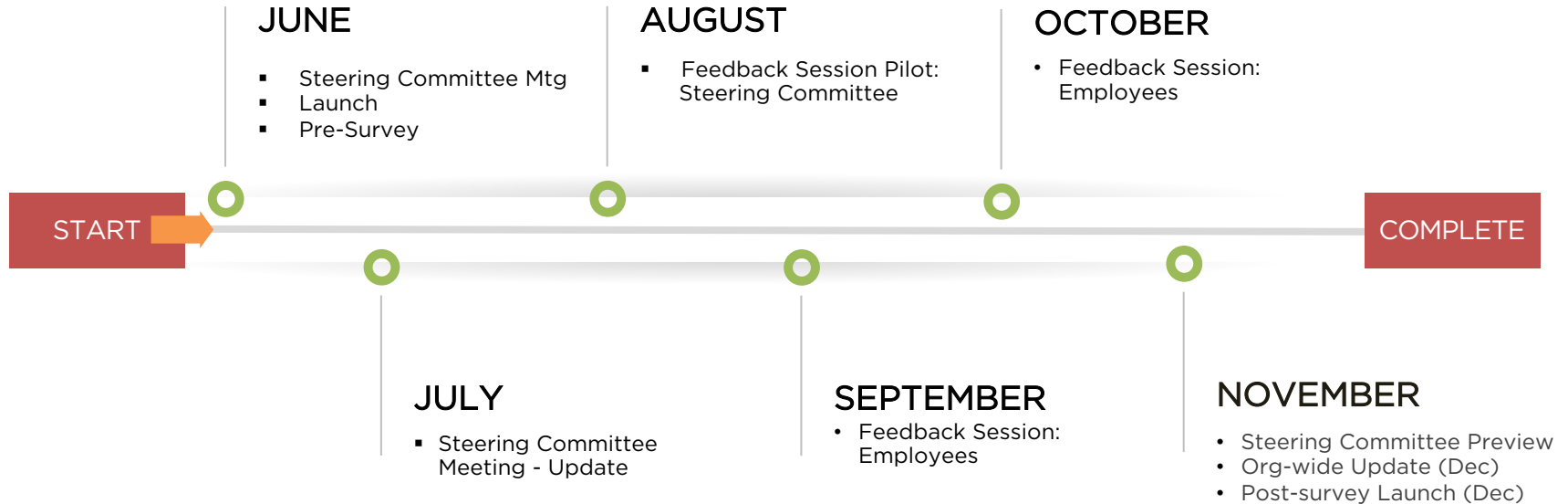
Clear articulation of problem

Establishment of guiding principles

Launch of a DEI Template



PROJECT PATHWAY | the timeline



Project Pathway

FEEDBACK SUMMARY | TRUST AND ALIGNMENT





PROJECT PATHWAY | quantitative summary

64%

somewhat/strongly agree

TFI has taken steps to improve diversity, equity, and inclusion through its systems, practices and culture over the last 24 months.

59%

somewhat/strongly agree

TFI's CEO has demonstrated a strong commitment to diversity, equity, and inclusion over the last 24 months.

54%

somewhat/strongly agree

Your TFI Chief Executive Leader has demonstrated a strong commitment to diversity, equity, and inclusion over the last 24 months.

68%

somewhat/strongly agree

I am clear on how diversity, equity, and inclusion are **connected to my role and responsibilities** at TFI.

Definitions:

Organizational Trust: the confidence that employees have in the actions of an organization

Organizational Alignment: the degree to which employees are united under shared mission, purpose, and goals

Notes about the data:

- Response Rate: 55%
- 10% over-representation of White employees
- For privacy, limited social identity group data is available



PROJECT PATHWAY | qualitative summary



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Key Themes

1. Confidence in DEI efforts
2. Common DEI language
3. Drivers of organizational trust and alignment:
 - Communication
 - Understanding of journey
 - Accountability

Qualitative Questions

- Open-ended follow-up
- Define diversity, equity, and inclusion
- Share ideas to improve DEI at TFI





Project Pathway

DELIVERABLES



TFI will be a community where:

-  **equity is centered in all of its systems, practices and services**
-  **differences are deeply valued and wholly embraced**



DIVERSITY

The representation of individuals across unique backgrounds, perspectives, and cultural and social identities



EQUITY

Recognizing and dismantling barriers of access that impede success based upon one's identity

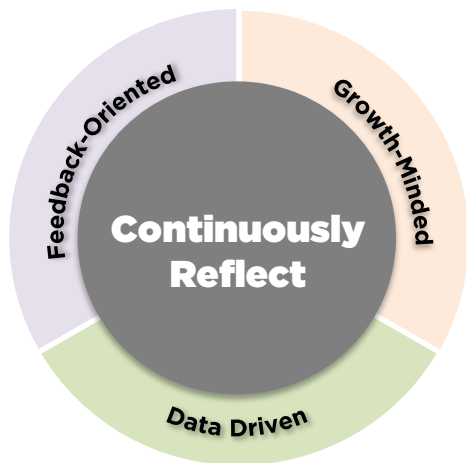


INCLUSION

The action of valuing and engaging diverse perspectives and experiences



What are guiding principles?

Guiding principles provide instruction on *how* to engage with one another in the work of TFI.





TFI TEMPLATE | DEI Impact Map

IMPACT AREAS	STAKEHOLDERS					
	BOARD	EXECUTIVE LEADERSHIP	EMPLOYEES	STUDENTS	CLIENTS	PARTNERS & COMMUNITY
 INFRASTRUCTURE What policies, systems, and practices are involved?	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Ex: Enhance greater diversity by requiring a diverse hiring slate and committee <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
 CAPACITY BUILDING What training or resources are required?	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
 EXTERNAL PARTNERSHIPS Who should we work with and do they align to TFI's vision?	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
 CULTURE What are the norms, behaviors and values reflected?	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	



TFI

DEI NEXT STEPS

TFI | next steps



CONSIDERATIONS	IMMEDIATE 2-3 MONTHS	SHORT - MID TERM 6-12 MONTHS	LONG TERM 12+ MONTHS
TRANSFORM DEI VISION INTO ACTION	<ul style="list-style-type: none"> Integrate DEI vision, guiding principles and definitions into everything we do 	<ul style="list-style-type: none"> Develop DEI Roadmap Provide resources/support for courageous conversations 	<ul style="list-style-type: none"> Launch, assess, adapt DEI Roadmap Develop artifacts to reinforce cultural norms
HIRE DEI EXECUTIVE LEVEL LEADER + RESOURCES	<ul style="list-style-type: none"> Finalize job description Hire search firm 	<ul style="list-style-type: none"> Identify DEI Executive Leader Identify DEI team structure 	<ul style="list-style-type: none"> Build integrated DEI team model
LAUNCH ANNUAL CLIMATE ASSESSMENT	<ul style="list-style-type: none"> Identify external firm 	<ul style="list-style-type: none"> Launch annual Climate Survey 	
ESTABLISH QUARTERLY ALL HANDS W/CEO	<ul style="list-style-type: none"> Provide org-wide Project Pathway update 	<ul style="list-style-type: none"> Launch All Hands with DEI journey status updates 	
LEADERSHIP DEVELOPMENT	<ul style="list-style-type: none"> Develop individual DEI development plans for Executive Leaders 		<ul style="list-style-type: none"> Develop individual DEI development plans for Steering Committee
INCORPORATE ACCOUNTABILITY METRICS	<ul style="list-style-type: none"> Establish CEO + Executive Leadership Team performance goal for FY24 	<ul style="list-style-type: none"> Establish Steering Committee performance goal for FY25 Integrate regular climate pulse surveys 	<ul style="list-style-type: none"> Establish dashboard of roadmap progress Integration of DEI performance goals for all

