

Over the upcoming year (July 1, 2021 - June 30, 2022), what do we want to start, stop, and continue?				
TRANSPARENCY, TRUST, DIVERSITY, COMMUNICATION	START	STOP	CONTINUE	SUCCESS
KNOWLEDGE				
Transparency:	Encourage transparency (ex. shared project management tools, stronger connections to other depts, building understanding/trust between mgmt + staff via communication tools)	Stop the enabling of silos and "kingdoms" and competition mindsets across departments	Continue finding multiple ways to share information - all staff meetings, internal newsletters, cross-departmental meetings, etc.	
Trust:	Start providing a forum for questions and open discussion with leadership; get real with where we are; stop asking people to compromise; change has to come from the top	Stop shutting down dialogue; stop inviting diverse people to groups they don't work in and then not take their advice; stop assuming that we know the answers already - we should be seeking answers/solutions together	Recognize and celebrate when there are moments of shared understanding, when there is progress being made, and when there are wins (big or small)	
Diversity:	Develop understanding on org level of the talent pipeline	Stop hiring primarily based on people someone knows, or a particular school, or a particular education level	Continue to build relationships with colleges and universities, culture/identity-based associations, and community groups in order to build a broader (and authentic) network	
Communication:	Formalize professional development opportunities - across the institution as well as for particular departments and for particular levels	Stop free-for-all meetings - need to standardize processes (ie agenda creation, action items development, accountability, etc. as well as assessment, analysis, brainstorming, strategy, development, implementation, evaluation - as a cycle)	Hearing from colleagues within our department on projects / presentations as well as bringing in external speakers/partners to help broaden and nuance staff perspectives	
SKILLS				
Transparency:	Start 360 performance reviews for employees and managers w/ clearly defined goals, staff Q&A, institutional evaluation	Stop making evaluation go one way (ie down the org chart); learn how to better "paint done"/ set people up for success	Continue efforts to have open dialogues where staff can participate on institution-wide programs (ie Friday Forums)	
Trust:	Start listening with intention; take action; make change; honest dialogue; own accountability; build groundwork for new leaders	Stop blaming former supervisors/senior teams - and, stop expecting new leaders to fix everything	Continue finding ways to bring small groups of staff together to work on actionable initiatives (continue to encourage empowerment/agency)	

Diversity:	Start widening the pool of skills and budget for more equitable ways to actively seek to fill diversity gaps (recognize many areas of diversity) in terms of where we recruit, how we onboard, how we focus on talent management/promotions, etc.	Stop leaning on BIPOC staff (or other staff experiencing oppression) for affirmation, to lead the work, to explain/defend examples of -isms or microaggressions	Continue to search out opportunities for training, speakers, and other creative ways to partner with community members and other institutions	
Communication:	Start actively practicing dialogic skills; learn how to have crucial conversations	Stop assuming that conflict is bad or that the process is "broken" if there is conflict; resist "detouring" away from difficult conversations	Continue to work with supervisors on enhancing their leadership skills and their management skills (Clear is kind)	
ATTITUDES				
Transparency:	Start asking questions of curiosity	Stop making assumptions about what people know/don't know and their motivations	Continue to learn about implicit bias, how it works, and find ways to name that for self/others when it shows up	
Trust:	Start recognizing when moments of trust happen (name them) and intentionally build in more opportunities for trust-building	Stop taking credit for team work; stop trying to control/ micromanage people and work products	Continue to build clear expectations and ensure that everyone is set up for success and knows how their work is part of a bigger whole	
Diversity:	Start encouraging more people to share their personal experiences - and, believe them when they share (recognize that not everyone's knowledge/ experiences are the same)	Stop centering whiteness as the norm of all decisions, activities, audiences, etc.	Continue to move from theory to action (and support changes in behaviors rather than just words)	
Communication:	Start finding ways to get to know each other better (takes trust, vulnerability, and courage)	Stop waiting for an invitation or for someone else to do it; stop moving so quickly without ensuring that lessons have "stuck"	Continue to push self/ others to speak up, maintain safe spaces, and celebrate differences of opinion	