Society of Environmental Toxicology and Chemistry (SETAC)
DEI Facilitation & Recommendations

Prepared by:
McKinley Advisors
March 25, 2022
Introduction

Tim Hopkins and Alexandra Isham of McKinley Advisors, alongside SETAC North America Executive Director Tamar Schlekat and Vice-President Tisha King-Heiden, led a Workshop on Diversity, Equity, and Inclusion (DEI) at SETAC North America on Wednesday, March 9, 2022.

Goals

The goals of the workshop were to:

- Develop a baseline understanding of where SETAC and SETAC North America stand relative to DEI
- Clarify the roles and legal responsibilities of the SETAC North America Board and the Executive Director at the association as applicable to DEI matters
- Build an understanding of the objectives and key results methodology (OKRs) and how OKRs can be used to guide SETAC North America DEI strategy
- Gain consensus on DEI next steps for SETAC North America’s board consideration

Participants

Workshop participants included staff, board members, representatives from each of SETAC North America committees and a representative from SETAC’s Indigenous Knowledge and Values Interest group. Workshop participants represented a mix of backgrounds, perspectives and lived experiences, including those represented by sector, gender, gender identity, gender expression, culture, race, ethnicity, national origin, physical ability, age, career level, family type, and religion.

Invitees

Those in bold were in attendance

<table>
<thead>
<tr>
<th>Name</th>
<th>Position in SETAC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amila De Silva</td>
<td>Board of Directors</td>
</tr>
<tr>
<td>Cynthia Stahl</td>
<td>Board of Directors</td>
</tr>
<tr>
<td>Tisha King-Heiden</td>
<td>Vice President</td>
</tr>
<tr>
<td>Walter Berry</td>
<td>Board of Directors (Board liaison to IDC)</td>
</tr>
<tr>
<td>Latonya Jackson</td>
<td>Board of Directors, past chair of IDC Committee</td>
</tr>
<tr>
<td>Austin Gray</td>
<td>Board of Directors, past chair of IDC Committee</td>
</tr>
<tr>
<td>Ezra Miller</td>
<td>Inclusive Diversity Committee (IDC)</td>
</tr>
<tr>
<td>David Ostrach</td>
<td>Inclusive Diversity Committee (IDC)</td>
</tr>
<tr>
<td>Ori Regn</td>
<td>Inclusive Diversity Committee (IDC)</td>
</tr>
<tr>
<td>Jose Zambrana</td>
<td>Indigenous Knowledge Interest Group</td>
</tr>
<tr>
<td>Sudha Marimanikkuppam</td>
<td>Education Committee</td>
</tr>
<tr>
<td>Eve Gilroy</td>
<td>Regional Chapters Committee</td>
</tr>
<tr>
<td>Adriana Bejarano</td>
<td>Science Committee</td>
</tr>
<tr>
<td>Ifeoluwa Idowu (Grace)</td>
<td>Careers Committee</td>
</tr>
<tr>
<td>Marissa Giroux</td>
<td>Careers Committee</td>
</tr>
<tr>
<td>Tamar Schlekat</td>
<td>SETAC Executive Director</td>
</tr>
<tr>
<td>Jen Lynch</td>
<td>SETAC Programs Officer - Publications and Science Dissemination</td>
</tr>
</tbody>
</table>
Format

The facilitation included a presentation and discussion on:

- DEI in scientific societies,
- The current state of DEI at SETAC,
- The future state of DEI at SETAC, and
- Group breakouts to develop draft OKRs.

The group also participated in a round of introductions, where participants shared their journeys to SETAC leadership positions, as a tool to illustrate possible inequities in paths to leadership.

Key Takeaways from Discussions

Throughout the facilitation, participants were encouraged to ask questions, share input and experiences, and think critically about existing DEI efforts within SETAC and the field in general as well as the future direction of DEI efforts at SETAC.

JOURNEYS TO LEADERSHIP ROLES

- Many were recruited to join the SETAC North America Board of Directors or other leadership roles (committee chairs) by a current/former board or committee member
- Some saw the natural next step from local-level or student involvement
- All recognized the need for greater diversity (for example, LGBTQ and disability) representation in leadership roles and continued need to take on larger roles as positions were vacated
- Some saw SETAC as a career development opportunity
- A couple wanted to “give back” to the profession and provide volunteer service
- Most concurred that committee membership was a common first step amongst current leadership members

CURRENT STATE OF DEI AT SETAC & MATURITY MODEL

Some of the observations made by the participants during the presentation about the current state of DEI at SETAC North America are summarized below.

- All meeting facilities are overall ADA or CDA compliant, but not all individual spaces are accessible (for example, accessing a stage to speak)
- Communication/transparency around DEI efforts could be improved
- Even though information is published to the website, members have a hard time navigating to DEI content
- SETAC North America does not currently collect demographic data on membership and meeting attendees
  - Gathering this information may help SETAC make more informed DEI decisions
  - Challenging to know how well DEI efforts are performing without this data
  - What legal restrictions are there around asking for this data?
Does this data only address diversity, or are there ways to collect data about equity and inclusion?

- A survey could measure if SETAC North America is meeting its DEI goals
- SETAC North America conducted a self-assessment to identify current DEI efforts
- The DEI self-assessment is a living document that, when updated, could be shared with members
- To answer the question “Do we promote an inclusive culture?” a member survey could be conducted, gathering input from membership. The Inclusive Diversity Committee could review survey questions with a DEI lens and provide input as needed.
- What do early-career and/or young professionals want/need out of SETAC, so we can make sure they feel included?
- Not all members are aware when board meetings are and how to join. It is not widely known that board meetings are open to everyone
- Transparency should be key element of DEI efforts, including communication, governance, participation, inclusiveness, etc. Create a guide on how a person can run for different volunteer roles like board of directors and individual committees (timeline, qualifications, expectations, selection process, etc.)
- Where is SETAC’s maturity level today on the DEI Maturity Model scale?
  - 2 or 2.5, see below

**McKinley Advisors DEI Maturity Model**

1. **Foundational**
   - Limited DEI discussions among leadership, membership
   - No clear comprehensive DEI strategy
   - Biased nominating processes (leadership, awards, etc.)

2. **Accelerating**
   - Ongoing DEI discussions among leadership, membership
   - DEI owned by workgroups, committees
   - DEI initiatives launched disparately
   - Proactive recruitment and retention of underrepresented leaders
   - Evaluating DEI in nominating processes (leadership, awards, etc.)

3. **Strategic**
   - Courageous conversations led by leadership
   - CEO, board buy-in of DEI
   - Clear, transparent DEI strategy with clear outcomes, measurements of success
   - DEI ownership distributed throughout organization collaboratively
   - Systemic barriers removed, enabling positive DEI outcomes (nominating processes, leaders reflect membership, equitable recognition, etc.)

4. **Transformational**
   - DEI embedded in core of organization
   - Overwhelming board and CEO buy-in, DEI ownership
   - Innovative approach to DEI in core strategy, operations
   - Disbanded, no-longer-needed affinity committees
   - National recognition on DEI outcomes

© McKinley Advisors

**FUTURE STATE OF DEI AT SETAC / WHAT’S NEEDED TO MOVE FORWARD**

Some of the observations made by the participants during the presentation about desired future state are summarized below.

- Improve communication and transparency around DEI efforts – what we’ve done, collective goals, etc.
- Capture better data on DEI efforts so we can set more informed goals and more accurately measure our progress
• Repair and build stronger relationships with underrepresented and marginalized communities, including black scientists
• Get better at acknowledging when we make mistakes and actively work to repair those relationships
• What can we encourage our members to do outside of SETAC with their communities and students?
  o This would also help grow our pipeline of future leaders
• Recognize that while leadership is trying to move the organization forward, some members may not all be at the same place
• “We cannot promote the best science if we don’t have everyone engaging in science.”
• Board and the Inclusive Diversity Committee should collaborate more

Report Out from Breakouts

GENERATIVE BREAKOUT GROUP RESULTS

Ideas and potential goals were identified by the participants during the breakouts. McKinley later formulated them in the form of draft OKRs as summarized below.

Draft Objective 1: Bolster membership and leadership recruitment among underrepresented individuals

• Key result: 5% increase in historically underrepresented individuals among members and followers
  o Conduct member survey to collect diversity, equity and inclusion data
  o Prepare materials to engage with institutions not familiar with SETAC
  o Launch engagement strategy focused on institutions that are historically underrepresented within SETAC
• Key result: 100% of board and committee slates consider balance across sector functional diversity, and individual diversity using a matrix approach
  o Create a board needs matrix, outlining board needs (skills, demographics, experience, etc.)
  o Nominating committee, in partnership with staff, provide guidelines on balance considerations when establishing the board slate for elections
  o Ensure that all SETAC North America committee standard operating procedures (SOPs) call for balance when establishing committee membership
  o Consult legal council for guidance on collecting, storing and sharing demographic information
  o Survey current board and committee members on diversity, equity and inclusion metrics to set baseline data
  o Update leadership applications (board and committees) to include diversity, equity, and inclusion questions

Draft Objective 2: Improve transparency of path to leadership positions

• Key result: 10% increase in engagement with communications material detailing pathway to leadership and open opportunities
- Redesign page(s) on website (content, layout, design, etc.) to focus on clarity of opportunities and pathway to leadership
- Conduct marketing campaign to drive engagement to leadership opportunities webpage

- **Key result:** 90% of members who show interest in leadership report that the pathway to prominent leadership positions (board members, meeting chair) are clear
  - Communicate leadership opportunity requirements and expectations (e.g., responsibility and time commitment of a committee chair or board member) broadly via multiple media (e.g., website, email, Newsletters, social media)
  - Create a "top of the funnel" channel where people could show their interest in applying/running for leadership positions. The organization would then nurture that relationship, provide information, mentorship, etc. to guide them through the pathway.

**Draft Objective 3: Greater SETAC membership is engaged with DEI efforts**

- **Key result:** 50% increase in engagement with SETAC North America DEI communications
  - Communicate about recent DEI efforts
  - Conduct marketing campaign to promote DEI content among multiple channels (email, social media, journals, etc.)
  - Include opportunities to engage in current and future DEI efforts (could be done via a digital interest form, links to ID committee, staff contact, etc.)

- **Key result:** 80% of leadership (board and committee chairs) receive DEI training to ensure a shared understanding of DEI efforts within SETAC
  - Provide training opportunities
  - Provide resources

**Recommendations**

McKinley Advisors recommends considering the following actions as SETAC continues to enhance its DEI strategy:

- **Collect diversity, equity, and inclusion metrics to inform metrics of success related to DEI efforts.** From this baseline, SETAC will be better positioned to make data-driven decisions with regards to DEI efforts moving forward.

- **Improve transparency and communication around DEI efforts, goals, and progress.** For example, communicate on how to apply for committees/leadership positions and publicize DEI resources and progress reports. This also extends to the self-assessment, which is updated regularly but calling attention to changes when they are made would help members understand current efforts. Utilizing multiple channels to communicate efforts is also key to reaching a broader audience. Consider updates to the website, emails, articles in SETAC Newsletters and industry journals, social media, the SETAC North America general assembly, and a standing update on leadership meetings (committees, board).

- **Build a comprehensive DEI strategy and a plan that outlines goals to coordinate DEI efforts across SETAC North America.** Starting from the approach and goals identified in SETAC North America’s DEI self-assessment, augments by the OKRs developed at the workshop (see above), and others that might bubble up, SETAC should build out a strategy
focused on coordinating DEI efforts into a single, comprehensive strategy. This should include the purpose for SETAC DEI efforts, how DEI aligns with overall vision, mission and strategic goals of the society. Plans, action items and metrics of success related to DEI strategy should be incorporated into SETAC North America’s annual plan. In concert with this strategy should be a communications strategy to include frequent, varied, multi-channel updates to members and leadership.

- **Conduct a membership survey focused on diversity, equity, and inclusion to understand how efforts are currently perceived and where there are additional opportunities.** A survey of the SETAC North America membership could shine light on unknown opportunities or concerns. The survey also promotes a culture of inclusivity, as all members’ opinions and experiences are welcome and encouraged. This should not only focus on questions about demographics (since that should be optional) but also inclusion questions that explore whether members feel welcome and included when engaging at various levels of the organization.