

Increasing Diversity and Inclusion in the Leadership of Competed Space Missions at SwRI

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Process for Selecting PIs and Proposal Teams

- Process starts 1-3 years before expected AOs.
- Individual scientists formulate objectives and measurements and select team members, including all Co-Is.
- Funding for instrument development and mission design is requested through our Internal Research and Development program, which is administered at the Institute level.
- In most cases the scientist who formulates the idea and develops instrument development and mission designs becomes the PI.
 - At this early stage opportunities for diversity are identified and pursued.
 - In some cases where existing instruments are proposed we will suggest to capable scientists that they take on the PI role. One case like this is ongoing with GDC.
 - Both of these paths have led to female and minority PIs, but our success rate is limited by the number of available candidates. Recruitment is the only answer to the supply problem.
- The process starts at the working level, and proposals that are judged to be competitive by group leaders, section managers and department directors are supported, while some may be deferred based on technical readiness.
- PIs and proposals are approved at the Division VP level, but funding of pre-proposal IR&D projects for years before the AO is released logically leads to their approval.

Climate Surveys

At Southwest Research Institute, we have taken the following eight specific steps in our response to our most recent climate survey (2019), which was over 75% positive overall:

- *Include an Institute Strategic Goal aimed at reinforcing the positive aspects of our workplace environment in the Institute's Strategic Plan.*
- *Update the SwRI Standards of Conduct, so behavioral expectations for all SwRI staff are clearly stated and elevated to a more visible level.*
- *Renew our commitment to training staff on awareness and prevention of harassment, sexual harassment, and workplace violence.*
- *Increase our focus on professionalism and a respectful workplace.*
- *Enhance recognition programs intended to encourage mentors and other staff members that contribute to our inclusive and collegial environment.*
- *Enhance efforts to collect suggestions on streamlining internal processes and procedures.*
- *Generate additional internal messaging about maximizing the value of SwRI's benefits programs and amenities.*
- *Develop new communication initiatives designed to enhance dialogue among staff.*