

DEI Strategic Planning Civic and Community Partners Subgroup

Recommendations Submitted to:

Dr. Carol Henderson, Vice Provost for Diversity and Inclusion, Chief Diversity Officer, and Advisor to the President

Overview

In January 2021, Dr. Carol Henderson launched the Diversity, Equity, and Inclusion (DEI) Strategic Planning Process and commissioned seven subgroups to develop a series of recommendations. These recommendations will allow for charting, implementing, and measuring progress towards achieving our vision for diversity, equity, and inclusion at Emory. The seven subgroups include ones focused on undergraduate students, graduate and professional students, post-doctoral students, faculty, staff, alumni, and civic and community partners. Due to our current capacity and resources available, we could not contact all community partners.

Dr. Henderson tasked Alan Anderson (Government and Community Affairs) and Ciannat Howett (Resilience, Sustainability, and Economic Inclusion) to co-chair the subgroup with the following civic and community partner members: Qaadirah Abdur-Rahim (City of Atlanta), Tjuan Dogan (Coursera), Latresa McLawhorn-Ryan (Atlanta Wealth Building Initiative), Dale Royal (LISC), Jill Savitt (National Center for Civil and Human Rights), Juanita Sheppard (United Way of Greater Atlanta), Nathaniel Smith (Partnership for Southern Equity). Also, internal members: David Clark (Campus Life), Brian Goebel (Goizueta Business School), Sheryl Heron (School of Medicine). In addition, this subgroup consulted many civic and community groups and leaders prior to making recommendations.

Definition of Community

The community consists of voices representing various dimensions of diversity (e.g. race, age, gender, sexual identity, ethnicity, etc.) across the region. These voices from the public, private, non-profit, and higher education sectors understand Emory's history and have long standing knowledge and relationships in metro-Atlanta. In the process of developing the Civic and Community Partner Subgroup, we assembled a group of individuals that have a clear understanding of Emory based on their backgrounds which consists of existing and former staff members; current and former students; and volunteers. Their collective experiences have shaped these recommendations.

Process

The series of recommendations that will be shared in this report were developed using the following process:

- Gathering research and feedback via surveys to understand existing perceptions of Emory
- Establishing regular cadence discussions (e.g. monthly subgroup and all group meetings)
- Numerous 1:1 discussions with external community members
- Ensuring contributors and partners are from diverse backgrounds and/or work/serving diverse communities
- Cross subgroup discussion to align with other strategic planning communities at Emory and consolidate recommendations

Best Practices Research and Emory Resources

A first step was to identify promising external examples of DEI. Some examples of **External DEI Efforts**:

- Partnership for Southern Equity – <https://psequity.org/>
- United Way of Greater Atlanta – [General Diversity, Equity & Inclusion Statement](#)
- Association of American Medical Colleges (AAMC) – [diversity-inclusion](#)
- Metro Atlanta Chamber of Commerce – <https://www.atlraciaequity.com/>
- National Center for Civil and Human Rights – [DEI-experiences](#)
- University of South Florida – DEI in the Workplace Certification – [DEI Certification](#)
- Northwestern University – Racial Equity Fund – [Racial Equity Fund Partnerships](#)
- Syracuse University – Building the Architecture for Diversity and Community Engagement in Higher Education - [DEI and Community Engagement](#)
- WK Kellogg Truth, Racial Healing & Transformation (TRHT) – <https://healourcommunities.org/>

In addition, Emory has recently launched four important efforts to understand and start the acknowledgement process for its history. Here are those items:

- [Task Force Report on Untold Stories and Disenfranchised Populations](#)
- [University Committee on Naming Honors](#)
- [Twin Memorials Working Group](#)
- [A Crucial Step Towards Healing - Apology to Dr. Marion Hood](#)

After reviewing these external resources and understanding the current landscape at Emory, the subgroup has developed a series of recommendations.

Recommendations

The recommendations shared below are organized in three thematic areas: Accountability; Professional Development, Education and Awareness; and Climate and Culture.

Accountability Recommendations:

Implementation – Short Term (0-2 years)

- Emory must address the trauma caused by its past actions and legacy in furthering white patriarchy. This will include acknowledging our blind spots and negative actions; publicly apologizing for those actions; and creating a plan for truth, healing, and transformation.
- Emory must commit to financially compensate the community for community knowledge extraction (e.g. research conducted by faculty and students where the results were/are only taken by the university with little/no support for the community)
- Emory must include non--academic acknowledgment of involvement/stipend in academic pursuits/papers/POVs/grants and work with the community thereafter on items such as providing human capital and developing publications

- Emory must create transparency in what we do: where money is spent (e.g. supplier diversity, investment, hiring, etc.), where opportunities to partner are offered, developing communications tools (e.g. website, community co-developed scorecard, dashboard) provide updates frequently to stakeholders (from community partners to neighborhood residents) without being asked
- Emory must align university goals and accountability systems with the principles of diversity equity and inclusion. This includes demonstrating practice and creating policies to guide actions to achieve accountability goals and eliminate barriers to partnerships. This includes group / unit performance being assessed against DEI goals. This also includes individual performance reviews stipulating that goals must be achieved with an equity-mindedness
- Emory must ensure all aspects of the vendor and partner lifecycle integrate unconscious bias, anti-racist, and cultural literacy competencies and capabilities into standards and expectations
- Emory must ensure that fund development activities (e.g. advancement campaigns) are aligned with our DEI principles and prioritize community support and engagement.
- Emory must ensure that faculty tenure/promotion criteria are aligned with our DEI principles and prioritize community support and engagement.
- Emory must ensure that student recruitment and student supports are aligned with our DEI principles and prioritize community support and engagement.
 - *Anecdote – “As a woman of color and veteran, I was surprised to learn that scholarships for veterans were promoted and afforded to my peers who were not individuals of color and not me while pursuing my MBA at Emory” – Chief Equity Officer, City of Atlanta Qaadirah Abdur-Rahim*
- Emory must ensure that business operations (e.g. procurement, HR, campus master planning, etc.) are aligned with our DEI principles and prioritize community support/partnership/engagement with a goal of 25% participation of diverse vendors.
- Emory must track and measure participation and effectiveness of all management/leadership professional development opportunities both for internal and external participants.
- Emory must provide periodic updates to the community and establish a way for community to provide feedback (e.g. Community Advisory Board).
- Emory must establish an ongoing taskforce and/or leadership group to solidify DEI targets, ensure transparency and evaluate progress.

Implementation – Mid Term (2-5 years)

- Emory must improve the people of color leadership and executive representation by identifying parts of Emory that have been successful in developing a highly diverse faculty and staff and develop measurable ways these successes can be realized throughout the campus over the next five years in every salary grade category for salaries \$75K and above. This includes faculty (research and clinical) and staff executive level, administrative level, academic deans, etc.
- Emory must make strategic and inclusive investments (e.g. endowment management and retirement funds) using, where possible, diverse financial investment instruments, DEI and environmental, social, and governance (ESG) screens and that strengthen the endowment and generate economic capital for the region.

Climate and Culture Recommendations:

Implementation – Short Term (0-2 years)

- Emory must express its stated goal is to truly be a partner to the broader Atlanta community to allow everyone to reach their potential by addressing racial, economic, environmental, and health injustice.
 - *Anecdote – “Emory feels like it is a castle with a moat surrounding it. It needs to lower its drawbridge in order to improve its perception that it is a resource that is available and connected with the community.” – Russell Innovation Center for Entrepreneurs (RICE) CEO Jay Bailey*
- Emory must demonstrate an openness where our assets and resources (e.g. university spaces, special collections, etc.) are shared with the community and visitors are invited and welcomed
- Emory must create awareness and demonstrate its commitment to community engagement based on the overarching DEI strategic plan.
- Emory must enhance and resource current programs (e.g. MLK Scholars and Benjamin Mays Scholars Programs), as well as invest in additional offerings, that support and engage students in the metro Atlanta area who would excel at Emory and elsewhere.
 - *Anecdote--“As a child growing up near Emory in DeKalb County, I felt I would have had an easier time getting into Emory if I was from another part of the world rather than from a neighborhood close to Emory.” --Nathaniel Smith, Founder and Chief Equity Officer, Partnership for Southern Equity*
- Emory must incentivize and reward faculty engaged in mutually beneficial community partnerships and treat community-engaged scholarship commensurate to other research endeavors.
- Emory’s Campus Master Plan and other real estate ventures must include a strong community benefits agreement.
- Emory must have a presence in communities outside of the immediate area surrounding the campus including meeting the community where they are rather than asking others to come to us and meet with a mutuality lens.

Professional Development, Education, and Awareness Recommendations:

Implementation – Short Term (0-2 years)

- Emory must provide management / leadership development and training opportunities that are equitably available, inclusive, and inviting for all levels of the Emory Enterprise.
- Emory must provide access to its management / leadership development and training opportunities (e.g. continuing education) for the community
- Emory must train and develop all administrative leadership, faculty, staff (university and healthcare), and students in diversity, equity, and inclusion
- Emory must find ways to integrate implicit bias, often referred to as unconscious bias, along with anti-racist, cultural literacy competencies and capabilities into Emory’s talent management model (e.g. recruiting and hiring, onboarding, training/professional development, leadership capability expectations, annual performance reviews, incentives and rewards, and promotion and advancement).

Implementation – Mid Term (2-5 years)

- Emory must develop a formalized faculty certification program with the community beyond the Institutional Review Board (IRB)

September 28, 2021

- Emory must develop a community certification when civic and community organizations partner with research professionals

Moving Forward

The Civic and Community Partners Subgroup hopes that these recommendations are seriously considered and adopted. We believe if Emory truly aspires to be a champion for diversity, equity, and inclusion and an engaged community partner, it must demonstrate consistent commitment in ALL of its actions. We would like to thank Dr. Carol Henderson and her team for their guidance and leadership in this process, and it was a positive experience. Thank you for your consideration.

Revised 2022.1.18ceh