

# DEI Strategic Planning - Staff Subgroup

## Recommendations Submitted to:

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

### **OVERVIEW**

To create diversity, equity, and inclusion (DEI) opportunities and engagement among staff at Emory University. Emory should try new strategies for inclusion and belonging and regularly assess organizational impact, as well as examine and redesign Emory policies, procedures, and practices as needed to align with DEI goals to create and maintain an inclusive organization,

What sets staff apart from faculty? Staff are 1) non-academic and 2) usually considered the administrative staff or in some cases, just staff, of the organization. They may hold titles like accountants, office manager, admission advisors, registrar, secretary, and are considered to perform regular functions of an organization. This category can range from custodian to the Chief Diversity Officer.

- Paid through Emory Payroll system
- Can be either full time or part time
- Exempt or non-exempt
- Includes job categories of staff, librarians, and executives
- This is based on primary record or status
- Will not include interns or contractors or temporary employees.

As of November 1, 2021, University staff count was 7,673. This includes staff in jobs codes classified as regular staff, librarians, and executives.

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**Co-chairs:** Sabrina Burnett-94C - Director, Human Resources; The Carter Center; and Teresa Fosque-21L; Division Director, Human Resources; Nell Hodgson Woodruff School of Nursing

## **Community Members:**

- Ama Ampadu-Fofie – Director of DEI, Goizueta Business School
- Janine Cabrera-Velde – 12C; Sr. Learning and Development Consultant and Interim Director of Customer Experience; Campus Services;
- Danielle Goeckel - Director of Organizational Culture & Effectiveness for Advancement and Alumni Engagement
- Tyrese Hinkins-Jones- Associate Director, Programs - Medical Education; SOM
- Anissa Hunter – Peoplesoft Business Analyst, HR Technical Services
- Kelly Garner Shannon – Academic Service Coordinator; Candler
- Sam Timme – 19LGS; Academic Technology Specialist II, WML; EU Libraries

## **PROCESS**

1. Reviewed Emory DEI survey data
2. Conducted best practice research – Reviewed DEI strategies/practices among peer institutions and other industry leaders
3. Feedback from various departments across campus [\[GD1\]](#)

## **SOURCES REVIEWED -**

Resources from peer institutions were used to research best practices, innovative ideas, and benchmarks to ensure we are aligning our recommendations from a multidisciplinary approach with the institutions, corporations and organizations below:

Universities: Brown University; Emory (see Appendix); Georgia Tech; Harvard University; Johns Hopkins University; Loyola University; Northwestern University; UMass Medical School; University of California, Berkeley; University of Georgia; University of Michigan; University of Wisconsin-Madison; Washington University

Other Organizations: Center for Transformation and Change; Council for Advancement and Support of Education (CASE); Coca-Cola Company; Deloitte; Education Advisory Board (EAB); Galen Emanuele, Gallup; Greater Good in Education; Harvard Business Review; HR Acuity; Korn Ferry; McKinsey & Company; re:Work, SHRM

**RECOMMENDATIONS**

<b>Accountability</b>
<b>Short-term (immediate) in order of priority</b>
<ul style="list-style-type: none"><li>• Through town halls and local conversations proactively <b>communicate</b> the DEI strategic planning process (critical DEI survey data, recruitment numbers, etc.) with the university community</li><li>• Ensure that our DEI plans and progress is communicated in a transparent, consistent manner (using variety of methods, in-person &amp; in writing) to all university staff</li><li>• Ensure the efforts of the DEI Community are made public: Hold yearly town hall meetings to discuss the progress of each action item in the DEI strategy and update key constituencies effectively.</li><li>• Require all academic and administrative departments to develop a multi-year DEI strategic plan in partnership with Emory’s Office of Diversity, Equity, and Inclusion.</li></ul>
<ul style="list-style-type: none"><li>• Determine DEI benchmarks and goals. Use quantitative and qualitative data to establish success factors (ex. increased representation, staff engagement &amp; satisfaction, and career development).</li></ul>
<ul style="list-style-type: none"><li>• Conduct a pay equity audit for all staff and communicate a transparent strategy for developing an equitable total rewards program.</li><li>• Create a safe environment for staff to share feedback &amp; express DEI concerns</li><li>• Ensure diverse hiring pools and diverse hiring panels by implementing a leader accountability process for all academic and administrative departments.</li></ul>
<ul style="list-style-type: none"><li>• Expand opportunities for employees from all backgrounds in key positions to be able to take leadership classes (particularly those that require an application process)</li></ul>
<ul style="list-style-type: none"><li>• Overall Strategic Plan should include process that holds all to same standards when issues arise, whether faculty, staff, post docs or students.</li></ul>
<ul style="list-style-type: none"><li>• More clearly define each staff sub-group (i.e. ensure that frontline/essential staff feel included in staff language)</li></ul>
<ul style="list-style-type: none"><li>• To reinforce DEI competencies, staff must be aware of leadership development/DEI courses. Emory should consider a DEI newsletter that highlights these opportunities.</li></ul>

**Mid-term (within two years)**

- Provide more transparency around promotions and staff reclassifications; review current guidelines to ensure equity across departments/schools to include reviewing time in position and experience

- Create a DEI working group that represents all staff sub-groups on campus. This working group should vocalize DEI areas of strength and opportunities in their respective areas/schools.

- Measure DEI success, compare baseline data to subsequent years.

- Establish a well-defined process that include reviews, performance, skills and recommendations from managers and peers to determine eligibility for leadership programs or other opportunities.

- Evaluate DEI successes across departments/schools and share innovative practices and policies within the enterprise.

- Incorporate DEI goals into performance management competencies for all employees, regardless of position level.

**Long-term (beyond two-years)**

- Expand opportunities to provide DEI competency feedback on leaders/peers.
- Implement compassion and empathy training for leaders.

**Climate & Culture – in order of priority**

**Short-term (immediate)**

- Ensure leadership at all levels reflects diversity of our Emory/Atlanta community

- Commit to developing and advancing Emory’s own longtime staff into leadership roles and other opportunities (and report on progress). Providing employees resources and a clear career path, to ensure career success & longevity .

<ul style="list-style-type: none"> <li>• Establish a network of DEI Change Agents who are designated strategic campus partners focused on implementing DEI strategy.</li> </ul>
<ul style="list-style-type: none"> <li>• Document protocols for anti- racist evolution that influence future decisions for campus progression. (<u>Ref. MCOB</u>) To provide the Emory community with the tools and resources need to combat racism.</li> </ul>
<ul style="list-style-type: none"> <li>• Creation of a central list of all affinity groups on the campus to be located on the ODEI website (maintained/managed by ODEI) as well as a list of support offices for each department/school. Creating a sense of belonging.</li> </ul>
<ul style="list-style-type: none"> <li>• Establish and support, with dedicated staff &amp;, Employee Resource Groups (ERGs)/Business Resource Groups (BRGs) across the institution; chapters in depts/schools/units (currently in progress) ERG's to be tasked with building communities of engaged employees. ERG leaders need professional development as well on how to lead such groups.</li> </ul>
<ul style="list-style-type: none"> <li>• Establish “Diverse &amp; Inclusive Community Foundations” guidelines for Emory (<u>See Dr. Jamie Washington’s example, pg. 8</u>) To help the staff understand what the Emory community is committed to.</li> </ul>
<ul style="list-style-type: none"> <li>• Report on specific efforts made to recruit and retain staff from underrepresented communities (race, ethnicity, gender, disability, neurodiversity, etc.)</li> </ul>
<ul style="list-style-type: none"> <li>• Examine all organizational wide current policies, i.e., human resources recruitment &amp; promotion practices through an equity and inclusion lens, revising as needed. Ensure an inclusive community and a consistent experience among staff across the University.</li> </ul>
<ul style="list-style-type: none"> <li>• Provide a directory of community and volunteer service opportunities available at the local, state, national, and global level.</li> </ul>
<p><b>Mid-term (within two years)</b></p>
<ul style="list-style-type: none"> <li>• Measure employee engagement via institution-wide annual survey (i.e. <u>Gallup Q12</u>).</li> </ul>
<ul style="list-style-type: none"> <li>• Be intentional about incorporating DEI practices into Emory’s hiring, promotion, and performance evaluation practices. Review degree requirements in job classifications to include years of experience equivalency</li> </ul>
<ul style="list-style-type: none"> <li>• Ensure appropriate funding allocated to support implementation and sustainment of DEI efforts</li> </ul>

<ul style="list-style-type: none"> <li>• Offer career counseling to assist staff in navigating career pathways and professional development at Emory.</li> </ul>
<ul style="list-style-type: none"> <li>• Facilitate summits where leaders of ERGs can connect and learn from one another and brainstorm on how they may work together. ERG groups can use this summit to develop toolkits to address conflicts and inequalities they face in their departments</li> </ul>
<ul style="list-style-type: none"> <li>• Providing University-wide Speaker series to inform &amp; celebrate the lived experiences of DEI, preferably tapping into the stories of our alumni and/or current staff.</li> </ul>
<ul style="list-style-type: none"> <li>• Ensure consistency across the institution in DEI efforts and language/terminology.</li> </ul>
<ul style="list-style-type: none"> <li>• Create a university-wide day of community &amp; volunteer service dedicated to understanding racial/social injustice. This day would include, listening sessions and workshops focusing on issues through the lens of racial and social equity.</li> </ul>
<ul style="list-style-type: none"> <li>• Increase activities for civility and wellness across our organization (include in onboarding for new staff, monthly or quarterly for current staff) and address burnout.</li> </ul>
<ul style="list-style-type: none"> <li>• Sponsor DEI Change Agents' participation in DEI certification program (in-house or nationally recognized program, i.e., <u>Cornell D&amp;I Certificate Program</u>).</li> </ul>
<ul style="list-style-type: none"> <li>• Support DEI Change Agent efforts by developing a toolkit of resources, materials, train-the-trainer tools, educational templates, and facilitation skill-building to assist them in leading the charge for their respective areas.</li> </ul>
<ul style="list-style-type: none"> <li>• Allocate annual hours for staff to engage in community &amp; volunteer service activities.</li> </ul>
<ul style="list-style-type: none"> <li>• Review process for other institution-wide recognition/awards to ensure equity/fairness in nomination and selection.</li> </ul>
<p><b>Long-term (beyond two-years)</b></p>
<ul style="list-style-type: none"> <li>• Develop similar <u>DEI Certificate program</u> for Emory, possibly through Emory Continuing Education (ECE). To ensure that the DEI agents are working from the same training skill set.</li> </ul>
<ul style="list-style-type: none"> <li>• Establish an institution wide DEI award in recognition of staff who exemplify Emory's commitment to DEI.</li> </ul>

- Consider a “relaunch” of Emory’s Mission, Vision, and Values. To ensure that all staff are trained on and knowledgeable about Emory’s Mission, Vision, and Values. Reward staff that “walk the talk”.

- Organize annual employee event focused on culture and diversity to bring the community together and teach people about different cultural backgrounds. Feature food and art from different cultures, as well as educational workshops.

- Monthly community service initiative that includes volunteering with the greater Atlanta community to work with non-profit organizations.

**Education, Awareness, Professional Development**

**Short-term (immediate) in order of priority**

- Administrative Professionals program should include some curriculum or session(s) about leadership (Provide examples of possible trajectory/paths towards leadership).

- Better marketing of programs via HR representatives within schools/offices.

- Consider sponsoring institution-wide membership for DEI training from trusted vendors like Academic Impressions or Diversity Best Practices, to supplement offerings from central HR & LinkedIn Learning.

- New leader orientation should be a requirement for all people managers.

- Professional development funding should be a line item in every budget to ensure staff are able to participate in program offerings internally and externally.

**Mid-term (within two years)**

- Change eligibility requirements for central HR L&OD trainings to inclusive of staff roles.

- Create a process within departments, schools, administrative offices for eligibility for leadership programs or other opportunities.

- Increase opportunities for staff to be able to take leadership classes.

<ul style="list-style-type: none"> <li>• Low or no cost for programs specifically targeted for staff.</li> </ul>
<ul style="list-style-type: none"> <li>• Create process where all staff Director and above levels go through Excellence Through Leadership Programs (ETL).</li> </ul>
<p><b>Long-term (beyond two-years)</b></p>
<ul style="list-style-type: none"> <li>• Mandate diversity and cultural sensitivity training for ALL staff. Tie this to the performance evaluation process and ability to get merit increases and/or promotions.</li> </ul>

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## **RECOMMENDATION JUSTIFICATION**

### **Best Practices Research and Emory Resources:**

#### Education, Awareness, and Professional Development Observations:

- Program offerings for director level or above at no cost; Time commitment only
- No leadership ops for admins, secretaries, or program coordinators
  - Aspiring leaders is misleading in that even if you aspire, if your supervisor (director or higher) is not supportive, you are ineligible for the program
- Staff must create development path & leaders are provided the opportunities
- All staff programs are open to faculty and principal investigators - With limited spaces, even if nominated, how many spots will be available to staff?
- No formalized process to ensure opportunities for professional development or leadership for staff within units, departments, and schools
- Equity in offerings for staff needs to be developed
- Professional development opportunities are not always available at the department level

#### Climate & Culture Observations:

- Providing employees with a clear career path helps to ensure career success, longevity and retain employees.
- Creating a variety of affinity groups for employees to connect & engage with will help create a sense of belonging.
- Establish guidelines and protocols on combating racism to help the staff understand Emory's goals and to provide the tools and resources needed



- Facilitate a review of departmental/school guidelines to ensure an inclusive community and a consistent experience among staff across Emory. A consistent review of vision & values helps to promote collaboration towards the same goal.
- ERG's responsible for creating spaces such as roundtables, reading circles, and storytelling salons for employees to share stories and lived experiences. Additionally, providing DEI change agents and ERG leaders with trainings and certification help to ensure an equal distribution of knowledge and resources.
- The creation of university wide cultural events for employees will serve to bring the community together, teach people about different cultural backgrounds, and create a sense of inclusion and belonging.

#### Accountability Observations:

- To eliminate biases and promote equitable opportunities
  - Use the same criteria to provide data and transparency on underrepresented populations (note areas of strength and opportunity)
  - More clearly define each staff sub-group. For example, ensure that frontline/essential staff feel included in staff language[GD2]
  - Establish a well-defined process that include reviews, performance, skills and recommendations from managers and peers to determine eligibility for leadership programs or other opportunities.[GD4]
- Require all academic and administrative departments to develop multi-year plan for DEI.[GD3]

In totality, the implementation of these recommendations will result in overall increased job satisfaction, higher engagement levels, and a culture of accountability.

## **APPENDICES**

### **Appendix A. Staff-specific summary of surveys summary (reference about staff recognition and reward)**

In "Diversity, Equity, and Inclusion at Emory University, 2015-2020," (abbrev. DEIEU) Ximena Leroux summarizes findings of surveys relevant to DEI issues & work. We picked out points specific to staff. Staff responded to 2 of the surveys Leroux found informative for DEI work: 2015 Campus Climate Survey, 2016 Diversity Engagement Survey (DEIEU, 18-19, 28). Leroux notes that the 2016 Diversity Engagement Survey (DES) is the one instrument focused on DEI topics.

- From the 2015 Campus Climate Survey, Leroux gathers, "less than two percent of the faculty and staff who experienced harassment incidents reported the incidents through formal channels" (DEIEU, 24).

- From the 2016 DES, Leroux notes two insights related to historically underrepresented groups (based on all respondents, not only staff):
  - "White, Asian, and Native American subjects reported the highest average perceptions of inclusion and equity at Emory University. In contrast, Native Hawaiian and Other Pacific Islander, black, and multiracial individuals had the least favorable answers" (DEIEU, 24).
  - "Female respondents had lower perceptions of inclusivity and equity at Emory than male ones" (DEIEU, 24).
- In 2016 DES, staff response rate was 30% of all estimated staff at that time (~2150 / 7160). Staff made up around 45% of responses to the survey.
- Staff gave the lowest favorable response % most often of all communities in 2016 DES. The lowest favorable percentage in the response by role chart for 2016 DES was staff's view of Equitable Reward and Recognition at 55%.

2016 DES % Favorable responses across the 8 inclusion factors for Staff at Emory

Inclusion factor	Favorable	Comparison notes
Respect	80%	tied lowest with students (resident/fellow 92%)
Common Purpose	79%	second lowest (student 73%, res/fellow 87%)
Appreciation of Individual Attributes	73%	lowest (highest was resident/fellow 89%)
Sense of Belonging	73%	second lowest (student 72%, res/fellow 86%)
Access to Opportunity	73%	second lowest (execs 61%, res/fellow 95%)
Cultural Competence	73%	lowest (highest was resident/fellow 87%)
Trust	67%	lowest (highest was resident/fellow 83%)
Equitable Reward and Recognition	55%	lowest (highest was resident/fellow 88%)

**Appendix B. Staff-specific DEI Themes**

# Emory University DEI Staff Themes

Universal Theme #1		Universal Theme #2		Universal Theme #3		Universal Theme #4	
Lack of equity in pay, promotion, path for career advancement		Representation in management/leadership		Lack of staff training, resources and support		Lack of value and recognition of staff within the organization	
School of Medicine	School of Nursing	School of Public Health	Office of LGBTQ Life	Oxford College	Office of AAE	General Themes	
Awareness, Learning, and Growing	Equity in Promotion and Career Advancement	Pay equity	Lack of LGBTQ representation in upper level management and leadership positions	The role of African American (women) as support vs leadership	Gap in professional development and access to training	Clear documentation of requirements for promotion/career trajectory for staff	
Recognition and Reward	Lack of Value and Appreciation within Organization	Support staff groups, i.e. Staff Council and staff supervisors	Lack of training-related resources for managers to improve workplace	In-group/ out-group favoritism and the salary/opportunity implications	Lack of recognition and reward	Staff value within the organization	
Equity in the search and hiring lifecycle. Equity in representation, salary, and professional development.	Lack diverse representation in supervising and management Positions	DEI related training and educational resources	Social and professional opportunities to connect, share resources, network, and communicate concerns/needs to administration	Focus on faculty eminence and the devaluing of staff contribution to the organization	Lack of value and appreciation	Truly being diverse and equitable in action through policy	
Formal departmental action planning in response to staff feedback	Fear of Retaliation, if Voiced Concerns		Actual inclusion versus the marketing of inclusion	The organization's inability to make real and lasting change in the equity discussion	Lack of diverse representation in management positions		
Lack of understanding the key resources at Emory that support DEI and when/how to utilize them (HR, OEI, Title IX, Ombuds, etc)	Limited Mentoring Opportunities						

## Appendix C.

Reference file with recommendations detail.



DEI Recommendations\_...