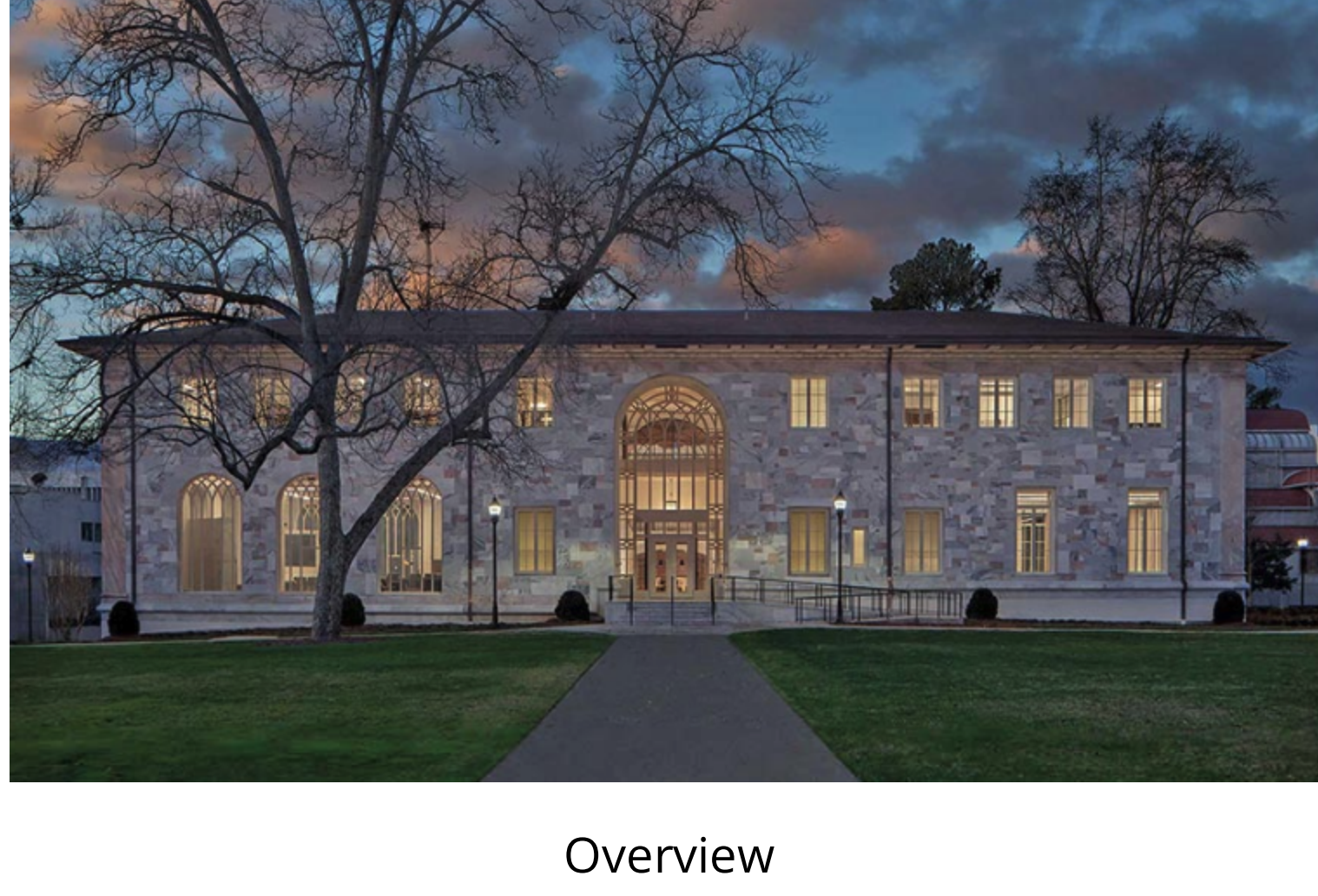


Diversity - Equity - Inclusion Business and Administration

2022 Report



Overview

The Office of Business and Administration creates an environment that fosters excellence in people, facilities, infrastructure, and financial stewardship. Its 1,400 dedicated and talented staff enable Emory to achieve its mission to create, preserve, teach, and apply knowledge in the service of humanity. The organization includes campus master planning, finance, financial planning & analytics, investment management, human resources, campus services, enterprise risk management, office of resilience, internal audit, business operations, information technology services, office of ethics and compliance and the Emory police department.

The Business and Administration (BA) organization has long valued DEI initiatives and strives to create an organization where employees feel they belong and are valued. To create an environment of diversity, equity, inclusion, and belonging as a core value in everything we do, DEI at Emory, and in BA, have always mattered.

Much work has focused on DEI across the divisions of BA for many years. However, in 2020, amid racial injustice, social unrest, and an unforeseen global pandemic that impacted different groups differently, an increased emphasis on these efforts was essential. With this increased emphasis, measuring the impact of the work that we do and making continued improvements based on those results will take on a greater level of importance than ever. The impact of BA's DEI efforts has a direct impact on its staff members, as well as the infrastructure that supports all employees at the University. Business and administration executive leadership and leaders are committed to fostering DEI initiatives.

Importance of DEI

It is important for individuals and for the organization to create a culture of belonging that ensures everyone feels heard, seen, valued, and justly treated. It creates a culture where people can grow and reach their potential. It can also lead to:

- A more extensive talent pool
- Increased employee engagement and satisfaction
- Increased retention and decreased turnover
- Increased innovation
- Better decision-making
- Enhanced financial performance
- Greater impact on the community we serve



Guiding Principles

Recognizing that each of the divisions that make up BA has its own unique opportunities to advance this body of work, it was also agreed that there are certain aspects of the work that should be implemented across the organization. As such, the leadership team developed a set of Guiding Principles related to DEI, as well as a set of objectives, that will guide this work.

Guiding Principles:

1. Diversity, equity, inclusion, and belonging MATTER!
2. EVERYONE is important and must be treated with respect.
3. Leaders is model and drive this behavior.

Objectives:

- DEI is embedded in the work we do.
- We create a culture that enables and supports safety to share our values and who we are.
- We create a culture where we can talk about, are curious about, and learn from our differences.
- We strive for a culture of BELONGING.

The Charge

Weave DEI across everything we do. With the goals of fostering a culture of belonging, increasing representation of underrepresented groups in leadership, and engaging the larger community, we will provide significant focus in the following areas to create a culture of belonging within BA:

1. Educating employees
2. Promoting upward mobility
3. Preparing our leaders
4. Engaging diverse suppliers

In doing so, we will align this work with the three themes outlined by the Office of DEI:

1. Professional Development, Education, and Awareness
2. Climate and Culture
3. Accountability

2021-2022 DEI Focused Efforts Professional Development, Education, and Awareness Climate and Culture Accountability

Professional Development, Education, and Awareness

Diversity and Inclusion Education and Outreach

Emory's first Director of Diversity and Inclusion Education and Outreach, reporting to the Assistant Vice President for Learning and Organizational Development and a dotted line to the Chief Diversity Officer, was hired in May 2021. This alignment demonstrated our support through the integration of academics and operations. In the first year of this position, accomplishments included:

- Developing and delivering implicit bias training for multiple staff, faculty, and leadership audiences.
- Serving as a strategic thought leader who builds, maintains, and shares resources (tools, training opportunities, etc.) across campus.
- Training multiple search committees on implicit bias and how to limit its effect during the hiring process.
- Acquiring and leading the implementation of an online curriculum for DEI training across campus, which includes 10 separate training courses.
- The new Director also worked closely with HR leaders, as well as the chief diversity officer, the Ombuds Office, the Center for Faculty Development and Excellence, the Oxford Center for Teaching and Scholarship and other key offices and programs to support diversity, equity and inclusion at Emory.
- Development and inclusion of DEI content into all leadership development programs across Emory.

HR Diversity Work Group

The HR Diversity Work Group, comprised of leaders from central HR and HR leaders from several administrative and academic units, identified competencies that are crucial for both central and unit HR teams in the domain of diversity, equity, and inclusion. A three-phased training plan was developed and will be launched this fall, led by the Director of Diversity and Inclusion Education and Outreach, with training available for all HR staff across the university.

Division-Specific Education/Awareness/Professional Development Initiatives

In addition to university-wide education, multiple divisions within BA also provide education and awareness to their own staff. These include such examples as:

- Unconscious Bias training
- DEI new employee orientation
- DEI education for staff and leaders
- Creation and work of DEIB Committees

Emory's university police department, residing within the BA organization, maintains a focused approach to DEI as a community serving entity of Emory. This department integrates DEI through policies, procedures and training of the Emory University police department and strives to set a national example for policing for higher education by keeping our community safe and secure. This integration includes support of DEI in various ways such as:

- Emory Anti-Racism Forums
- Community Partnership Advisory working group
- Emory Black Employee Network Committee Member
- Permanent liaison position on Emory Employee Council
- Emory new hire visits to the Center for Civil and Human Rights, along with Command Staff
- School of Radiology George Floyd Commemoration
- Third-party (JSA) active listening
- Implicit Bias training
- Created civilian positions as Community Service Officers (unarmed)
- Annual Procedural Justice Training for entire department
- NOBLE (National Organization for Black Law Enforcement) - national conference panel participant
- University of Wisconsin Madison- mentor and coaching exchange program
- IACP (International Association of Chiefs of Police)- Trust Initiative Campaign participant
- Additional seminars and workshops for Command Staff related to cognitive biases and other DEI topics

Climate and Culture

Employee Resource Groups

Employee Resource Groups (ERGs) are voluntary employee-led groups established around common interests, issues, and/or identities. Having ERGs in place provides benefits to the individual employee (personally and professionally) as well as to Emory. ERGs can help improve organizational culture, foster stronger connections between the employee and Emory, provide opportunities for networking and social connection, enhance community and engagement, and give voice to marginalized or underrepresented communities.

In fall 2021, two pilot ERGs were launched—the Emory Black Employee Network and the Emory Pride Employee Network—for all Emory University faculty and staff. Since the launch, these groups have offered a variety of programs and activities including:

- Black History Month Trivia
- Juneteenth Mixer
- Minority Mental Health Awareness Discussion
- Pride Carnival
- Out @ Emory Panel Discussion

In July 2022, employees who joined these groups were surveyed to gather feedback about these ERGs and understand opportunities for improvement:

- 98.7% of respondents feel it is important for Emory to offer ERGs in the workplace
- 86.1% of respondents feel more connected to Emory because of participation in an ERG
- 98.3% of respondents are satisfied with programming offered by the Emory Black Employee Network
- 87.1% of respondents are satisfied with programming offered by the Emory Pride Employee Network

Community Support

As Emory staff and faculty returned to campus, we continued to provide numerous resources for supporting the Emory community in addition to ongoing supportive health, wellness, dependent care, and behavioral health programming. Examples of such resources include:

- Developed and included resources the fall 2021 Return to Campus Guide for University staff. The guide was sent electronically to all staff and distributed resources for safely returning to campus after the pandemic, resources to support well-being, and practical tips and advice for a successful return.
- Brought the in-person Staff Fest back to Emory's Quad, offering our community the chance to reconnect with one another. Emory's ERGs were actively involved and took the stage to engage with the crowd. Other activities included food, a run/walk race, volleyball tournament, and our first ever Chalk the Walk contest.
- Provided health and wellness programs for all faculty and staff including Move More Challenge, Operation: Eat Right, Refresh from Stress, Diabetes Prevention Program, and Sleep Better, Feel Better.
- Increased the number of counseling sessions available through FSAP from six to eight
- Continued offering individual wellbeing check-ins through FSAP for staff and faculty to gauge emotional health/coping and identify strategies for enhancing resilience
- Offered Anxiety Toolbox through FSAP, a three-session seminar to help faculty and staff cope with the day-to-day experience of anxiety
- Offered numerous "Listening and Support" sessions, facilitated by FSAP, for teams to engage in dialogue about the myriad of emotions and reactions related to societal stressors such as mass shootings, overturning Roe vs. Wade, and ongoing social unrest.
- Continued leave programs for staff to provide a safety net around COVID-related illnesses and dependent care needs.
- Launched the Managers Toolbox email series, providing Emory's supervisors and managers with tools, tips and resources for helping to increase employee engagement and morale.

Division Specific Climate & Culture Initiatives

In addition to university-wide education, the various divisions within BA also provide initiatives that impact climate and culture. These include such examples as:

- Employee Engagement Surveys with resulting action plans
- Buy Black Weekend – Purchases and what this means
- Augmented hiring process to incorporate 5 Behaviors, Ideal Team Player, and DEI
- Monthly DEI committee meetings
- FSAP listening sessions after national triggering events (i.e., George Floyd murder, Atlanta murders)

Accountability

Recruiting Review

HR Recruiting prepared an analysis of recruiting, hiring and promotion trends by diversity category, which was presented to the Leadership group. Targeted efforts included:

- Continued mentorship of returning military in partnership with American Corporate Partners.
- Identification of Internship/Apprenticeship program with Atlanta Technical College.
- GA Vocational Rehabilitation Agency provided training to the recruiting team
- Improved reporting capabilities for veterans and individuals with disabilities.

Trust Line

The Office of Ethics and Compliance has established a new Trust Line. Administered through an independent third-party, the Emory Trust Line is a toll-free, 24-hour, 7 day-a-week, telephone resource that allows all faculty and staff employed by Emory University and Emory Healthcare to report any potential ethical, legal, and/or business conduct violations or concerns at Emory, including harassment and discrimination, in a confidential manner. Additionally, business officers and other employees should report complaints received regarding these matters. Callers may remain anonymous if they choose.

Supplier Diversity Program

Procurement continues to make great progress with its robust supplier diversity program. Expenditures with diverse suppliers increased by 2% between 2020 and 2021 and we finished FY22 with a 5% higher diverse spending than in 2021.

The organization won two Awards: The Spirit of Alliance George Lottier Rising Star Award: Awarded by Georgia Minority Supplier Development Council and the INSIGHT Into Diversity Jesse L. Moore 2021 Supplier Diversity Award (Emory was 1 of 10 higher-ed institutions to receive this award. This award recognizes those institutions that are taking proactive steps in supporting and engaging with minority-owned businesses through supplier diversity offices, unique programs, and leading initiatives. In addition to Emory, the other 9 schools recognized include Arizona State University, Clemson University, University of Central Arkansas, University of Connecticut, University of Dayton, University of Kentucky, University of Pennsylvania, University of Tennessee, and University of Washington.)

Other successes include launching the Amazon Portal which enables access to over 60,000 diverse suppliers. (18% of total spend on the Amazon portal is with diverse suppliers), and participation in five high-profile vendor events in 2021.

Division-Specific Accountability Initiatives

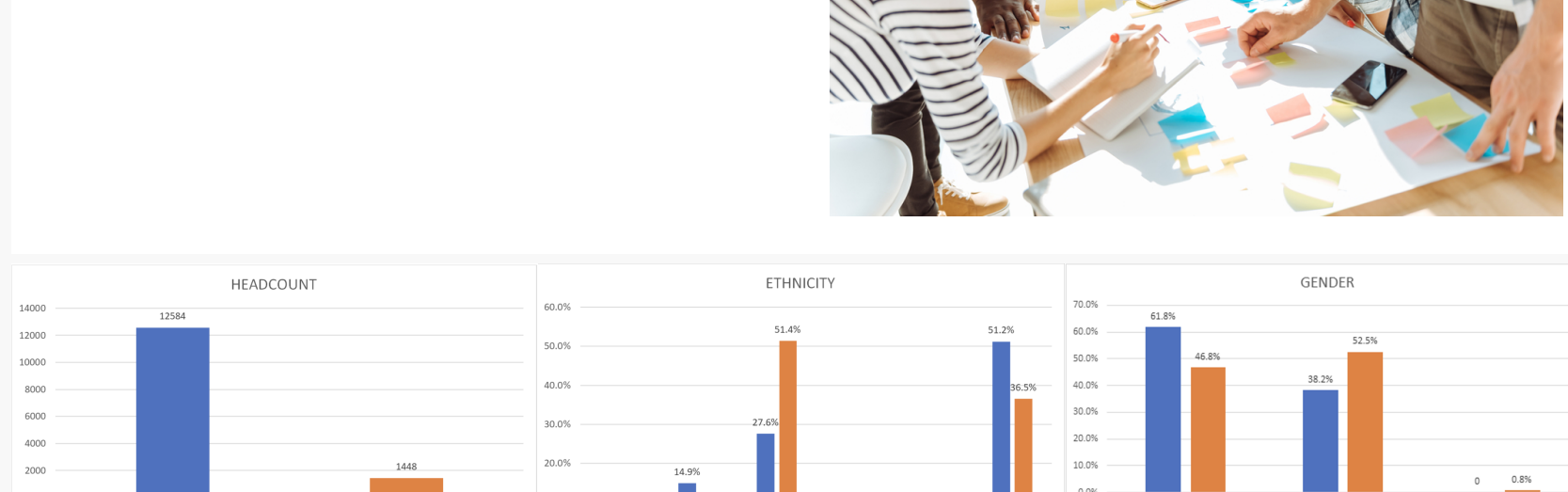
In addition to university-wide education, the various divisions within BA also have initiatives that impact accountability in their specific areas. Examples include:

- Pay equity analysis; review of job classifications
- Identification of, and plans to address, risks associated with diverse and inclusive faculty, student body, and staff
- EPD Advisory Board
- Engagement with an external consultant for policy reviews
- Enhanced efforts in talent management to provide upward mobility opportunities
- Enhanced efforts to communicate the most recent changes in performance evaluations to include DEI competency

Review and Monitor

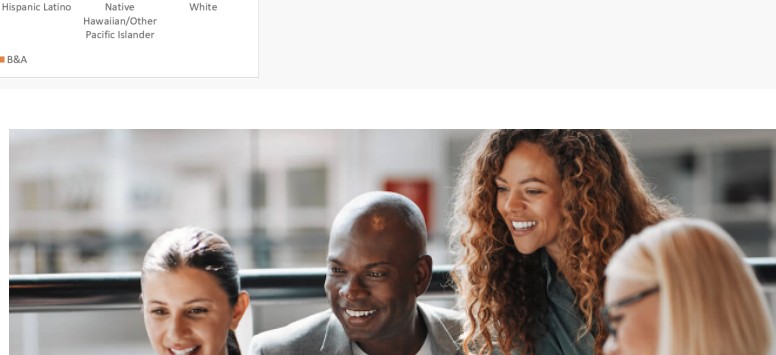
DEMOGRAPHIC DATA:

We continually review demographic data for the BA organization related to ethnicity and gender to provide a baseline for future reviews. Below shows current data for ethnicity and gender for BA staff in comparison to the University. (2022)



DIVERSITY HIRING DATA:

FY2022 Year End Recruiting metrics compares Business and Administration (BA) with the University recruiting. This shows the number of interviews, hires, and percent hired ethnicity, gender, and generation (of those candidates who chose to share their ethnic information.)



Additionally, when looking at the source of hire, BA had 41% internal hires (i.e., promotions or transfers) compared to a 35% rate for the University.

Highlights include BA's percentage of hires was greater than the University's for African American/Black candidates, White Candidates and candidates reporting "2 or More" ethnicities.

BA hired a lower percentage of Hispanic/Latin and Asian candidates than the University. Specifically:

Ethnicity	BA	University
African American/Black	47%	30%
White	43%	33%
"2 or More"	48%	23%
Asian	27%	40%
Hispanic/Latin	20%	29%

While BA hired a much larger percentage of Native American/Pacific Islanders than the University, the number of candidates was too small from which to draw conclusions.