

September 11, 2020

Duke strives to be a diverse, equitable and inclusive community, yet we know there is more work to be done. Conversations with students, faculty and staff this summer, prompted by nationwide protests around race, led us to look more closely at what we've done well, and where we've fallen short. We have renewed our resolve to get this right, and have set a transformative goal of anti-racism and equity across the university.

Actions supporting diversity, equity and inclusivity typically relate to hiring, but in light of the current economic downturn, Duke will not be hiring many new employees any time soon. My focus, instead, will be on how Duke can expand its economic impact into minority communities more broadly by way of expanded MWBE purchasing, contracting, and construction. We already have a pretty good record in these areas, but I'd like to think how we could do more.

Each of my units (Finance, Facilities Management, Office of Information Technology and Human Resources) will be continuing their work and implementing steps going forward, as detailed in the attached report, to further this and other diversity, inclusivity and equity goals:

1. Tracking demographic/employment data, facilitating departmental advancement, pay equity analysis.
2. Internships, career development and apprenticeship programs, minority recruitment efforts.
3. Diversity, inclusion and work culture assessment, training and other follow-up initiatives.
4. Expansion of minority supplier/vendor program.

5. Community outreach programs.

I look forward to our conversation at the upcoming BOT meeting, and will further provide further detail on my units' efforts to date, (and those we will soon undertake), toward anti-racisim and inclusivity across the university.

Tallman Trask III

Executive Vice President

Duke Administration Diversity and Inclusion Efforts

AREAS FOR EXPANDED EFFORTS

Survey Assessment

HR will help plan, develop and implement a culture survey to better understand workplace issues related to diversity and inclusion. This survey can help inform better understanding of current perceptions and issues within the work culture and develop programs and initiatives to respond to them.

Outside Consultant Assessment

HR might consider bringing in a consultant such as Mercer to conduct a diversity and inclusion assessment and recommendations for the University.

Recruitment of Senior Positions

HR might consider requiring an interview of at least one racial/ethnic minority for all senior-level vacancies (similar to the NFL Rooney Rule, which has been adopted by other organizations to increase the hiring of under-represented minorities within senior level positions).

Communications

Working@Duke will continue to be intentional in seeking voices of black and brown faculty and staff to feature in its coverage to present and promote a more diverse and inclusive work culture at Duke.

Working@Duke can run a regular series exploring anti-racism efforts at Duke. We will speak with faculty experts, front-line staff and administrators to help foster greater understanding of systemic racism and how to identify and eliminate it.

Working@Duke produced a video Q&A on Racism and Injustice with Dean of the Chapel Luke Powery and Vice President for Institutional Equity Kim Hewitt following broad civil unrest across the country in the wake of several deaths of unarmed Black individuals. The conversation was broadly viewed and shared.

<https://today.duke.edu/2020/06/video-qa-racism-and-injustice-navigating-time-turmoil-and-pain>

ONGOING INSTITUTIONAL EFFORTS

Managing a Diverse Workforce:

Duke Human Resources promotes and hosts training for faculty and staff offered by the Office for Institutional Equity to support diversity in the workforce.

Implicit Bias in Hiring Decisions

Duke Human Resources promotes and hosts a workshop by the Office for Institutional Equity that helps participants gain a better understanding of the history of diversity and inclusion within the U.S. as a way of setting the stage for a discussion on implicit bias.

Guide to Managing at Duke: Implicit Bias and Diversity

Duke Human Resources offers a three-day onsite training for managers that includes a session on “Implicit Bias and Diversity” presented by the Vice President for Institutional Equity.

<https://hr.duke.edu/training/programs/guide-managing-duke>

Expected Behaviors: Inclusion

Inclusion is one of the five core values that all staff are evaluated on as part of their performance assessment. <https://hr.duke.edu/careers/about-duke/values>

Diversity Award

Duke Human Resources, in collaboration with the Office for Institutional Equity, bestows the Diversity Award annually to recognize a staff or faculty member who has demonstrated, through his or her positive interactions with others, a respect and value for differing backgrounds and points of view within the Duke community. The award will be given annually to an individual who has actively and positively promoted the concept of diversity by enhancing or contributing to the overall environment of Duke through improving a cross-cultural understanding.

The Duke Management Academy (DMA)

This program is part of Learning and Organization Development's commitment to develop leaders at all levels within Duke University and Health System. The target audience for the Duke Management Academy (DMA) includes the middle manager within all business units who are experienced managers and gifted leaders who want to sharpen their leadership skills. In this group we focus on equipping managers with the understanding of hiring diverse candidates as well as implicit bias and inclusivity and belonging.

HR Certificate Program Strategic Partners in Business

This certificate includes a focus on understanding how to market to diverse clientele, and understanding our affirmative action plan.

Summer Internship Program with NC Central University

Duke Human Resources offers annual summer internships within the School of Medicine and Duke University Health System for North Carolina Central University students in the medical field. North Carolina Central University (NCCU) Internship program- Duke has sponsored this program since 1988. Eight undergraduate students are selected for a seven-week internship with degree majors in the allied health career discipline. Upon graduation, students compete for pharmacy tech, phlebotomy tech, certified nurse assistant, research tech, clinical research and population health resource associate positions at Duke

<https://today.duke.edu/2014/06/clinicalinterns>

Summer Enrichment Program (SEP) Summer Internship Program

Five graduate students are selected from the National Institute for Diversity and Health Equity program for a 10-week internship. This program targets students who have completed or pursuing a degree in MHA, MPH or MBA, with a focus to become health administrators or

health care leaders. Upon graduation students compete for health care administrator, program manager, financial analyst and program specialist positions at Duke

Gender Reassignment Surgery

Beginning in 2014, the Duke Options health care plan for faculty and staff provides coverage for hormone therapy and gender reassignment surgery for the treatment.

Recruitment at Diversity Career Fairs

Duke Human Resources participates in a variety of diversity career fairs throughout the year.

- Career Fair, sponsored by **NC Works**, to hire diverse applicants for service and entry-level clerical roles
- Career Fair, sponsored by the **NC Employment Security Commission**, focused on justice-involved youth
- Participate with Duke Nursing and Patient Services, bi-annual Nursing Event, to recruit experienced and new grad RNs, (Student Health, Clinical Research Nursing, Advance Practice, and EOHW)
- Attend WRAL Career Event annually
- Attend local community college career days
- Attend NC Masters and Doctoral Career Fair (to recruit advanced degree alum, candidates and postdocs in all disciplines)

DUHS Only

- Hosted Hospital Service Access Career Fair, pre-screened and scheduled interviews for open PRMO positions
- Participate with Duke Nursing and Patient Services, bi-annual Nursing Event, to recruit experienced and new grad RNs
- Host monthly Virtual Career Fairs
- Host annually Respiratory Therapy Student Symposium, inviting all graduating seniors from all NC Respiratory Schools to participate in onsite interviews

Executive Fellows Program for Duke University Health System

Duke Human Resources supports the DUHS Diversity Committee's succession planning initiative through the Executive Fellows Program.

"Made In Durham" Internship Opportunities

Duke Human Resources supported a Duke University Health System departments host Durham Public School students for a six-week internship to explore healthcare careers.

Americans with Disabilities Act Building Blocks

Duke Human Resources hosts training for faculty and staff offered by Disability Management Services to foster understanding and compliance with the Americans with Disabilities Act .

Harassment Prevention Training: Keeping Duke Safe Training for Faculty and Staff

Duke Human Resources supports and administers the required harassment-prevention training required by all faculty and staff every two years.

Employment Best Practices

Duke Human Resources offers training for hiring managers that covers how to evaluate candidates legally and fairly and the essentials of the recruiting process, from planning to onboarding.

<https://hr.duke.edu/training/programs/employment-best-practices>

Developing Diverse Applicant Pools and Recruiting Plans.

Run reports in Applicant Tracking System to determine if the pool of qualified candidates is diverse and meet with departments to discuss recruitment strategies. Partners with entities to develop diversity recruitment plans, provide training around diversity recruitment, and non-bias interviewing.

Dimensions of Management for Successful Leaders

This two-day workshop is grounded in the concepts of research studies that have quantified what the world's most successful managers do to achieve higher levels of retention, productivity, performance, and customer satisfaction for their organizations.

Participation in Sexual and Gender Identity Initiatives

Duke Human Resources has participation within the School of Medicine's Sexual and Gender Identify initiatives.

<https://medschool.duke.edu/about-us/diversity-and-inclusion>

Recruiting Efforts at North Carolina Gay and Lesbian Film Festival

Duke Human Resources provided recruitment brochures and giveaways for the North Carolina Gay and Lesbian film festival held in Durham.

Reasonable Accommodations Process

The Reasonable Accommodation Process (RAP) is a consistent procedure to explore possible workplace accommodations for Duke University and Duke University Health System staff members.

<https://access.duke.edu/requests>

Military/Veterans and Individuals with a Disability

- Valor Games: Central Recruitment and Disability Management Systems (DMS) partner with Duke Athletics to participate in athletic competition and discuss possible job opportunities with Duke
- Recruit Military job board – number 1 source for military talent; Virtual Career Fairs and attend regional job fairs (Raleigh, Fort Bragg, VA Beach, Charlotte)
- Seymour Johnson Air Force Base job fair for transition military service members- resume and career opportunities
- NC4ME NC for Military Employment- Fort Bragg, Johnson County, Pitt County: meet military candidates, conducting on- site prearranged interviews, based on candidate interests and Duke needs; speak on panels to veterans about job searches

- Enable America-Raleigh Triangle Business- information exchange regarding hiring and outreach to veterans and individuals with disabilities

<https://hr.duke.edu/careers/veterans>

Leadership on Durham Workforce Development Board

Duke Human Resources has a representative on the Durham Workforce Development Board, which helps guide the Office and Workforce Development to ensure that Durham has a strong and diverse economy. The representative currently serves as the board chair and leads a subcommittee for Marketing & Communications.

<http://nc-durham.civicplus.com/460/Workforce-Development-Board>

Recruiter Appointments at Local NCWorks Career Centers

Duke Human Resources offers scheduled appointments with recruiters on a biweekly basis to assist unemployed and underemployed candidates enhance their resumes and identify job opportunities at Duke.

<http://durhamnc.gov/572/NCWorks-Career-Center>

Duke University Retirees Association (DURA)

The Duke University Retirees Association (DURA) exists to provide meaningful opportunities for Duke retirees to stay in touch with colleagues, enjoy social interactions and find ways to volunteer services at Duke.

<https://hr.duke.edu/about-hr/department/staff-family-programs/dura>

Pay Equity

HR is providing pay equity analyses on a requested basis; advising on the internal criteria; associated risks and benefits of such a study when appropriate

Community Partnerships (Durham and the Triangle)

- Dress For Success Triangle NC – women-focused- Pat Nathan, President
- Collaborative community partnership with the Division of Employment Security Commission, North Carolina, **NCWorks Career Center** (formerly Joblink) Department of Commerce to recruit qualified veterans and individuals with Disabilities (IWD)- veteran and IWD focused
- Partnership with Wake Tech Community College, ECPI, Miller Motte, and NC Works to provide career support with resume writing, career advising, mock interviews and employment opportunities at Duke
- Durham Public Schools partnership: Attend Career Fairs for 11th and 12th graders; Participate in mock interviews with students and assist with resume writing
 - Ready Set Go Career Day- recruitment for Durham community
- **StepUp Durham**: partner to help place graduates from StepUp program
- Durham Workforce Development Board partnership

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HBCU Recruitment

- North Carolina Central University (NCCU)- Durham, NC- NCCU Clinical Program Director, G. Kay Thompson, Ph.D.
- North Carolina A&T University - Greensboro, NC
- West Virginia State University- Institute, WV. **President**, Nicole Pride, Ph.D.
- Morgan State University- Baltimore, MD – **President**, David Wilson, Ph.D.
- Howard University- Washington, DC
- Hampton University -Hampton, VA
- University of Richmond – Richmond, VA- **President**, Ronald Crutcher, Ph.D.
- Delaware State University- Dover and Wilmington Delaware Campuses- **President**, Tony Allen, Ph.D. and Patrice Gilliam- Johnson, Ph.D., Dean, Graduate, Adult and Continuing Studies

National Minority Organizations Recruitment

- 100 Black Men of America- Triangle East
- The Way Forward- Tony Jeffreys, Founder & President (Diversity, Equity Inclusion Firm)
- Delta Sigma Theta Sorority
- Alpha Kappa Alpha Sorority
- Kappa Alpha Psi Fraternity
- Omega Psi Phi Fraternity
- Sigma Pi Phi Fraternity (Boule)
- Alpha Phi Alpha Fraternity
- The Links, Incorporated

Recruitment Via Diverse Niche Job Boards/Postings

- Diversity.com
- Chronicle of Higher Education
- Minority Magazine
- Diverse: Issues in Higher Education
- BLACKJOBS
- SHRM

- CUPA-HR
- Dice.com (IT and Engineering Focused)
- Insidehighered.com (Higher Ed focused)
- Hospitalcareers.com (Healthcare focused)
- Indeed.com
- LinkedIn.com

DUPD Selection of New Employees and Promotion:

- Instituted a process that includes standardized role play exercises and panel interview questions that are evaluated by trained assessors to select new employees
- Promotion process uses an assessment center process with assessors from outside the campus police department
- Use of emotional intelligence evaluated by outside management development group as part of all department hiring and promotions

Ongoing Training and Development of DUPD Staff

- Implicit bias training has been conducted by OIE
- All police supervisors attended training in Fair and Impartial Policing as recommended by President Obama’s Task Force on 21st Century Policing
- Defined officer development program available to all members of the department
- De-escalation training for all members by nationally recognized trainer for over seven years

DUPD Management Efforts:

- Campus police officers use body cameras; supervisors randomly review footage of interactions for compliance to policies and behaviors
- Department accredited by Commission on Accreditation of Law Enforcement Agencies
- We review police incidents that occur nationwide for lessons learned applicable to our operations

INTERNAL FOCUS

Harassment Prevention Training: Keeping Duke Safe Training for Faculty and Staff

All staff members are required to participate in harassment-prevention training offered every two years by the Office for Institutional Equity.

<http://today.duke.edu/2015/04/harassment>

Living While Black Symposium

Human Resources staff were encouraged to participate in the day-long Living While Black symposium and engage in internal discussions afterward.

Diverse Representation in Teams/Committees

Benefits promotes greater diversity and inclusion in staffing, work teams and committees to ensure representation among race, age, gender and abilities. Consider term limits on participation in certain committees to promote broader inclusion and participation by other staff members.

Implicit Bias Training

HR and DUPD has had staff participate in Implicit Bias training to better understand and practice more inclusive approaches and communications.

Professional Development & Training

Recruitment staff regularly attend webinars focused on diversity recruiting (CUPA-HR; LinkedIn Learning; Harvard Business Review).

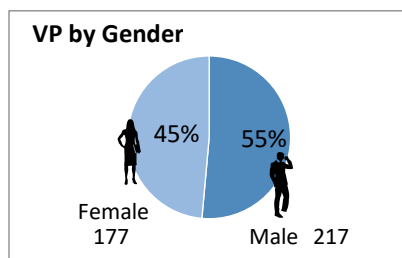
VP Administration Demographics
9/3/2020

Includes: Human Resources, Duke Police, Parking and Transportation Services, Disability Management Services and Visa Services (**Total Headcount – 394**)

All Demographics Summary

- Hispanic – 4% (14)
- Exempt – 34%
- Non-Exempt – 66%

RACE	All Univ*	All VP 394	HR 107	Police 163	Parking 99	Visa 14	Disability 11
American Indian or Alaska Native	0% (9)	0% (1)	1% (1)				
Asian	3% (85)	18% (71)	1% (1)	0% (0)	1% (1)	7% (1)	
Black or African American	29% (786)	29% (113)	44% (47)	42% (68)	56% (55)	43% (6)	45% (5)
White	63% (1673)	49% (193)	51% (55)	53% (86)	39% (39)	50% (7)	55% (6)
Unidentified	3% (69)	2% (9)	1% (1)	3% (5)	3% (3)		
Multi-racial	2%(41)	2% (7)	2% (2)	2% (4)	1% (1)		
Native Hawaiian or Other Pacific Islander	0% (3)						
Hispanic /Latino			14% (2)	72% (10)	14% (2)		



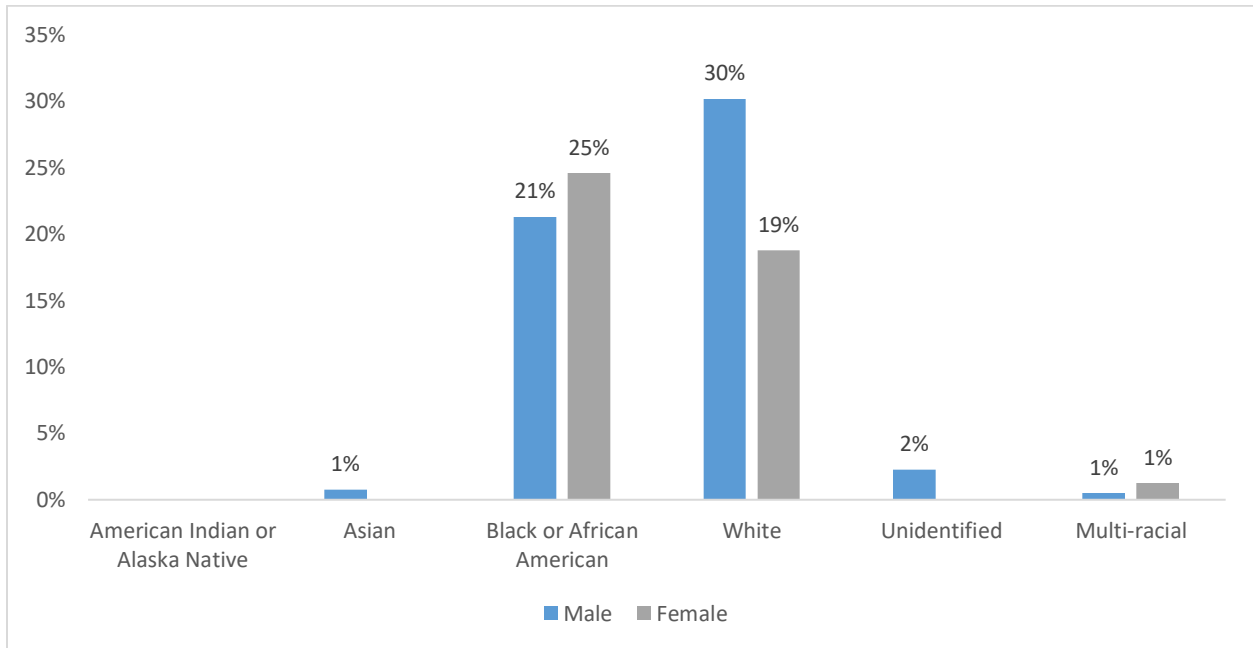
Exempt/non-exempt

	Total	White	Minority
Total	394	49%	51%
Exempt	133	61%	39%
Non-Exempt	261	43%	57%

45% Female (177) 55% Male (217)

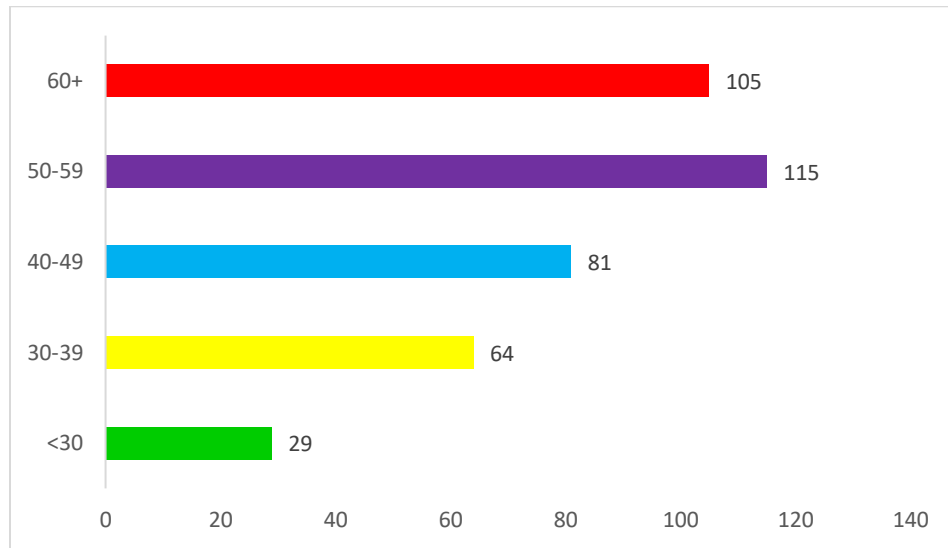
% Population Race/Gender

Race	Male	Female
American Indian or Alaska Native		
Asian	1%	
Black or African American	21%	25%
White	30%	19%
Unidentified	2%	
Multi-racial	1%	1%



Age

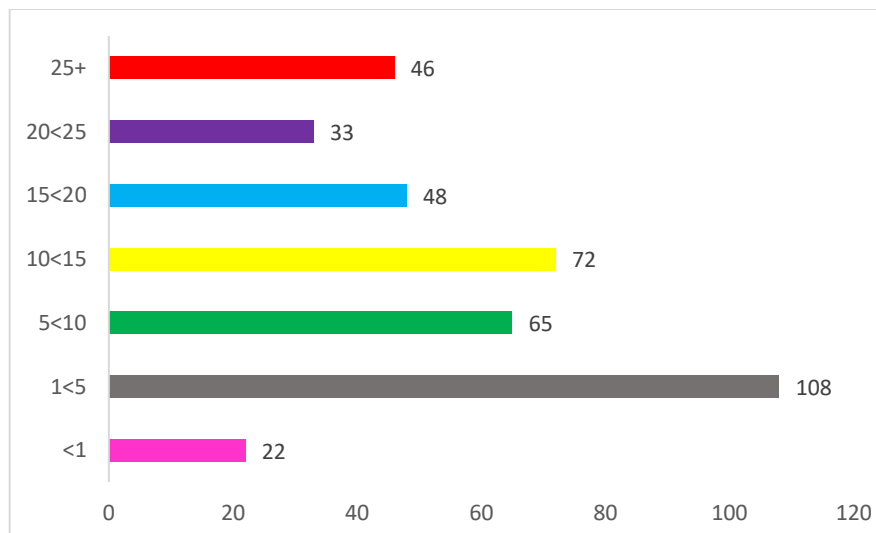
Age	# of Employees	Percentage of Employees
<30	29	7%
30-39	64	16%
40-49	81	21%
50-59	115	29%
60+	105	27%



- **Average age: 50 (Duke: 47)**
- **76% : 40 or older**

Years of Service

# of Years	# of Employees	Percentage of Employees
<1	22	6%
1<5	108	27%
5<10	65	16%
10<15	72	18%
15<20	48	12%
20<25	33	8%
25+	46	12%



- **Average YOS: 12 (Duke: 11.2)**
- **32% have less than 5 years of service**

Duke Office of Information Technology Diversity Roadmap

The Duke Office of Information Technology (OIT) stands with Duke University, and countless others, in the denouncement of racism in its entirety – structural, institutional, and interpersonal. As we take this stand, it is important for us to put action behind our words, creating and maintaining transparent internal systems that align with Duke’s Commitment to Diversity and Inclusion – focusing on collaboration, innovation, creativity and belonging across five categories:

- Demographics/Employment Data
- Advancement and Training
- Work Culture
- Vendors
- Community Outreach/Uplift

Category 1: Demographics/Employment Data

OIT tracks the demographics related to individual employees and management and in promotion cases throughout the division and in collaboration with OIE can regularly compare that to the racial and gender diversity for IT positions Duke-wide. Racial and gender diversity in OIT have improved in recent years and are (slightly) favorable relative to Duke-wide IT diversity metrics. However, we remain a predominantly white male culture, despite having introduced programs to increase our recruiting diversity. Most notable among those programs is an intern program launched with NCCU in 2014 and expanded to other HBCUs and Community Colleges in subsequent years.

OIT’s tracking and analysis of New Hire diversity data, shows a slow but steady increased diversity since 2002, with racial Under Represented Minority (URM) hiring showing greater progress than gender hiring equity. Since 2011, 47% of hires in OIT were non-White individuals. Of those URM hires, 50% were Black, 32% Asian, 11% Latinx, 5% Native American and 2% Pacific Islanders. Over that same period, on 26% of hires were female.

Future Planning

OIT currently has good tracking in place that includes the diversity tracking mentioned above, along with organizational data that includes:

- Employees by band
- Promotions
- Employees by continuing service date
- Turnover data (Transfers, Departures, Retirements)
- Gender Diversity
- Student Employment data

For the future, this data tracking will be enhanced to show the diversity data surrounding each metric mentioned above that includes the race and gender information within the categories. This will allow the organization to quickly identify disparities within the organization and respond appropriately, especially considering the expectation that hiring will be very restricted in the next few years.

Category 2: Advancement and Training

OIT has a strong commitment to provide training and development programs for staff and its training and development programs include the typical conference and training courses for IT staff to hone their technical skills, regular participation in the Duke Leadership Academy, and a bespoke IT training program that has been developed by OIT and offered to IT personnel throughout Duke:

- IT Leads is a program that exposes technical personnel who are considering management to a six-month exposure to management concepts and technical team leadership. Over the past five years we have had 88 IT personnel participate in the IT Leads program, 34 (39%) of which were from underrepresented groups (non-white and/or female). From the 88, approximately a third of those (30) have taken on management roles. Retrospectively, we have reviewed the participation data and advancement results of those 30 and find that 40% of the 30 that took on management roles reflected an underrepresented race (8) or gender (4).

OIT has strengthened its internal promotions practices over the past decade, and as mentioned above tracks promotions on an annual basis. In the future we will include racial and gender demographics in the tracking of promotional data.

Future Planning

- OIT will begin tracking participant demographics for training and development programs, and for its promotion cases, to ensure equity across its workforce.
- OIT will expand its IT Leads program into an IT Academy to deliver a broader array of offerings and borrowing heavily on ideas and actual content devised at Harvard for their IT Academy. This work will be pursued in partnership with L&OD as a Duke-wide program.
- The Innovation Co-Lab Roots program provides baseline technical training and was devised for Duke undergraduates but is open to all students, staff and faculty. We will encourage and advertise Roots programs to Duke IT staff and will merge them into the planning of the IT Academy program, to enable “tracks” for participants (e.g., web development, security, etc.). This existing programming can essentially be recast at no cost (other than creating/delivering) and significant effort has already occurred to create environments specifically intended to support diversity and welcoming entry points for underrepresented groups among the student body.
- OIT has been systematic in requiring annual and mid-year staff reviews for all personnel, which include a required category to detail training and development plans. This process will continue and will further inform the monitoring of DEI in our training and development programs reference in bullet one of this section. Moving forward, an explicit measure of each manager will relate to the inclusion of credible training and development plans for each employee under their oversight.
- OIT will explore and evaluate internship programs for staff development (both within OIT and more broadly for the Duke IT community), possibly including mentoring and shadowing programs, if they can be established and maintained within our current workforce headcount.

Category 3: Work Culture

An organization is only as good as its culture and building that culture is not just a role for HR, it is every manager’s and employee’s responsibility.

- OIT undertook a division-wide culture survey in 2018, which included a comprehensive follow up program on a unit-by-unit level to identify areas where groups could improve work culture. Overall, there was a high level of engagement and satisfaction within the OIT workforce, but it was clear that there was not one OIT culture, but rather 20+ micro-cultures across the division with engagement levels varying greatly. We will use our experience to contribute to the planning and launch of the university-wide culture survey.
- OIT has sponsored the Diversify IT effort, begun in 2015 and continuing today with an aim of increasing DEI for Duke’s IT workforce. Although sponsored by OIT and DHTS, Diversify IT is a grassroots effort, led by staff volunteers each year. Programming is devised in conjunction with Duke’s OIE and the mailing list for the group includes 222 individuals; since June 2020, the mailing list has grown by almost 30%.
- This past summer Diversify IT programming was expanded (together with OIE) to include first a series of informal conversations about race, and then a more formal four-part Open Mic Series “Living (IT) While Black”. This was an extremely powerful series of discussions that included participation of many OIT

staff as well as from OIT leadership. The Diversify IT leaders have produced a recap document and action plan coming out of the series, and OIT plans to embrace and implement their recommendations as fully as it practically can. Diversify IT leaders presented their recap of the Living (IT) While Black series to ITAC (Information Technology Advisory Council) and will be present it in an upcoming OIT-wide staff meeting.

- OIT has already committed to partner with OIE to pilot sensitivity/awareness training across OIT staff. Likewise, we will participate in the planning and launch of in-development university-wide training programs on racial sensitivities/issues. In the context of those efforts, and were trainings are carried out by OIT directly, we will focus on interactive and experiential training and will include participation at varying levels (individual units, broader teams, OIT-wide).
- OIT has begun to plan for localized (departmentally based) sensitivity/awareness training within our teams, which is under development and will be launched in late September. This is an internal initiative, and we are consulting with HR and OIE as we develop programs. Our focus in these training programs will be on the human aspects of leadership (decency, cultural and emotional quotients).

Future Planning:

- OIT expects to integrate its experience with its prior, local workforce culture survey in conjunction with the university-wide culture survey. Our aim will be to track questions pertaining to DEI to discern and differences in engagement or job satisfaction based on racial and gender demographics.
- We will continue to sponsor the Diversify IT program and enable its continuation and growth, but remaining as a staff-empowered grassroots program, rather than taking it over as a “top down from management” program.
- OIT’s annual review process will be extended beyond training and development to add appropriate recognition of commitments to diversity in the OIT workplace, focusing on inclusivity and mentoring.
 - Separate, enhanced and focused training will be directed at management and leadership to ensure anyone in a supervisory role is competently trained and skilled with the tools to manage and lead their workforce through the cultural changes that are needed.

Category 4: Vendors

OIT’s prior selection of vendors has not considered any focus on minority owned or operated business, leaving much room for improvement in this area.

Future Planning:

- OIT will focus on minority owned/operated sub-contractors and suppliers for construction and other projects and expand its minority vendor selection consistent with university-wide initiatives.
 - OIT construction projects related to fiber deployment and network cable plants are believed to be well suited to a programmatic focus on minority owned/operated businesses.
 - We will devise a mechanism to ensure Duke still receives competitive pricing on such projects, perhaps including a modified opportunity for minority-owned/operated businesses to match pricing quoted by other vendors or enabling a program with minimum effort requirements for those businesses to ensure opportunity to bid
 - We will devise a focused program to award small contracts to emerging minority owned contractors and assembly manufacturers.
- Extending beyond construction, OIT will establish programs with minority-focused coding and developer programs, such as Code The Dream and others. Although OIT employs relatively few contract programs, we will seek to establish a referral program that may be tapped by other units at Duke, as well as by OIT in the future.
- OIT will work with Purchasing and Legal to explore requirement in our vendor selection process of a demonstrated commitment to the advancement of diversity within their workforce.

Category 5: Community Outreach/Uplift

OIT has worked extensively on DEI community outreach. As described above under demographics, our mature internship program with NCCU, community colleges and others has been in place for six years and has employed 101 interns; over the past 5 years this has resulted in 11 hires into OIT, 6 of which reflect an underrepresented race and/or gender (5 females, three of which were also URM and 6 males, 2 of which were URM). Beyond the impact from hiring former interns into Duke's fulltime IT workforce, OIT's internship program has helped to prepare many other NCCU and community college students for professional IT careers in industry.

Apart from the internship programs with NCCU, OIT has had a special relationship with NCCU's IT organization and has collaborated with them on two NSF-funded planning grant awards in recent years. NCCU has also been an early adopter and pilot user of our Duke-developed STINGAR program, which has given NCCU access to sophisticated, state-of-the-art IT security data on would-be attackers and enabled the blocking of those attacks.

Duke has supported the City's technology and networking efforts generally (through NCNGN and contribution of fiber to network municipal sites) and has recently undertaken extensive work to aid in the networking of certain Durham Housing Authority (DHA) locations. This effort has been undertaken with DHA, the Department of Education, and the Durham City Manager's office and is aimed at ensuring families living in public housing have access to adequate bandwidth to support K-12 students completing their online coursework this fall.

Future planning:

- We will continue to extend and strengthen our partnerships with local HBCUs and community colleges, including expanding the internship pool to encompass units outside of OIT. Further, we will redesign communication and expectation among OIT leadership that the internship opportunities are especially intended to target individuals that are part of marginalized communities.
- OIT will continue to serve as a resource and partner on grants focused on underrepresented populations in STEM and racial equality in information technology. Grant submissions underway include NSF INCLUDES Alliance, Equality Can't Wait, and Google's exploreCSR, each of which is undertaken in collaboration with Duke faculty. We will continue these as a means of community engagement.
- DTech Scholars has historically focused its programs on supporting female undergraduates. We plan to expand the programs to support all underrepresented populations (including URM).
- OIT has explored collaborations and done some consulting for local maker and community space, e.g., Knox St. Studios, a community innovation and resource hub in Durham's Walltown, and Audacity labs, a teen startup support lab boasting more than 80% participation by URM. We will explore placing more emphasis on these spaces (technical help, program ideation) or sponsoring events or programs through them. We will also explore the potential of grants with faculty collaborators to advance these programs and the role they can play in increasing URM in STEM fields (related to bullet 3 above).

Facilities Management Diversity, Equity & Inclusion Initiatives

August 20, 2020

To: Tallman Trask III, Executive Vice President

From: John J. Noonan, Vice President for Facilities JJN

Subject: **Diversity, Equity & Inclusion Initiatives**

Introduction

Following the events that have taken place in our country around race, the leadership of Duke University has made it clear that initiatives to eliminate systems of racism and inequality require our transformative action at the level of the institution. With Diversity, Equity, and Inclusion (DEI) a top priority for Duke University, Facilities Management has prepared this information included in this document as a framework to guide and propel current and future initiatives (pending resources available to implement) and measure progress toward those efforts.

Overview

Working with Tallman Trask III, Executive Vice President, the following categories were developed to capture existing efforts underway in the Central Administration Management Center (CAMC) and expected to continue as well as new initiatives to be analyzed and possibly implemented.

1. Demographic/Employment Data
2. Advancement & Training
3. Work Culture
4. Vendors
5. Community Outreach/Uplift

1. Demographic/Employment Data

Tracking the employment, management, and promotions in our department units.

Existing Efforts:

The tables below includes a summary of current staff data for 526 employees. These tables summarize the demographics of Facilities in terms of diversity in total as well as a break-out across management. This is represented below as the total number of staff (Table 1), the percentage of total staff (Table 2), and total managers (Table 3).

	White	Black	Hispanic	American Indian	Asian
Male	162	170	14	1	4
Female	22	131	20		2
Totals	184	301	34	1	6

Table 1. Total number of staff

	White	Black	Hispanic	American Indian	Asian
Male	30.8%	32.3%	2.7%	0.2%	0.8%
Female	4.2%	24.9%	3.8%	0.0%	0.4%
Totals	35.0%	57.2%	6.5%	0.2%	1.1%

Table 2. Percent of total staff

	White	Black	Hispanic	American Indian	Asian
Male	31	10		1	
Female	2	13	1		

Table 3. Management totals (Manager supervises one or more employees)

Looking Forward (Continued & New Initiatives):

- Continue to report and track data.
- At the current time, the hiring freeze limits what can be done in the short-term. However, when hiring opportunities arise, continue to seek qualified candidates for hire to improve upon the diversity within Facilities.
- Continue to seek qualified female candidates in the skilled trades. Note: that goal is significantly hindered by the available pool, and the wages paid for skilled trade positions at Duke.

2. Advancement & Training

Tracking of internal promotions and related demographics. Tracking of training opportunities provided that are related to DEI.

Existing Efforts/Status:

Table 4 below shows the department promotions for the last five years. Approximately 53% of promotions have been women/minorities. It should be noted that the last two skilled trades personnel who received promotions within Duke Facilities were women.

	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	Asian Male	Asian Female
Office	15	4	3	6				1
Skilled Trade	22		8		1			
Service	5	1	18	4	1	1		
Totals	42	5	29	10	2	1	0	1

Table 4. Five year promotions (2015 - 2020)

Participation data for the leadership/management development programs by Duke University are shown below in Table 5. The Duke Leadership Academy (DLA) offers emerging leaders from across the university the opportunity to participate in a unique development initiative based on the Fuqua/Coach K Center on Leadership & Ethics model. The Duke Management Academy (DMA) is part of Learning and Organization Development's commitment to developing leaders at all levels within Duke University and Health System. The target audience for the Duke Management Academy includes the middle manager.

Program	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	Asian Male	Asian Female
DLA	2		3	1				
DMA	2							

Table 5. Five year leadership and management development

In addition to leadership/management development, specific trainings have been provided by OIE in the following DEI-related topics, to FMD assistant supervisors, supervisors, and managers:

- Diversity, Equity, and Inclusion
 - Addressed definitions of harassment, discrimination, and what it means to be inclusive and went through example scenarios.
- Enhancing Respect in a Diverse Workplace
 - Addressed respect in the workplace, what that looks like, employee view vs. manager view, dealing with concerns in the area.
- Discrimination & Harassment
 - Addressed Duke policy, what is expected of employees and managers, and how to handle complaints.

Looking Forward (Continued & New Initiatives):

- Continue to track data.
- Seek opportunities for increased promotions and training.
- Partner with OIE to implement more training, workshops, and educational sessions.

3. Work Culture

Localized sensitivity/awareness training within our teams.

Existing Efforts/Status:

Facilities does not currently have a formal program focused on assessing and improving the department's work culture. As noted above, there has been training provided.

Looking Forward (Continued & New Initiatives):

One idea is to explore a focus group within Facilities. The membership can change on a specified basis, perhaps annually, and representatives from each functional area could be included. The group could be tasked with providing feedback and input on Facilities' work culture and the areas and ways in which the groups' staff participants think DEI improvements are needed. That feedback could be shared with leadership to assist in assessing the current department work culture, researching best practices on fostering a diverse, equitable, and inclusive work culture in today's work environment, and collaboratively developing a process for long-term improvements. Assistance from expertise within Duke would be useful in this initiative.

4. Vendors

This includes utilization and possibly expansion of minority supplier/vendor program and focuses on minority sub-contractors and suppliers for construction projects.

Existing Efforts/Status:

Efforts in this area are in two main categories. First is the capital-projects-related spend. Second is the non-capital-related spend connected to the various supplies and vendors.

A. Capital Projects

Facilities currently has a target of 5% MWBE for capital projects. Over the last three years the actual results are;

- FY18 6%
- FY19 11%
- FY20 7% (projected)

Facilities surveyed its IVY+ peers and received 12 responses. Of those, eight schools have various goals in both minority firms and workforce. Five schools do not have any stated goals. Table 6 below captures the various goals tracked, although the tracking by classification/category is not consistent from school to school. For example, some schools track just MWBE vs. separating MBE and WBE. Table 6 also shows the combined overall range in percentage, from low to high for each category for the corresponding number of respondents.

	Construction					Workforce		
	MWBE	MBE	WBE	Small BE	Local BE	Minority	Female	Local
Responses Received	6	5	4	1	1	4	4	3
Combined Overall Range	5-35%	15-20%	5-15%	5%	13%	17-25%	7-10%	20-50%

Table 6: Ivy+ peer survey results for capital projects

B. Supplier/Vendor

Facilities has steadily increase spend over the last five years and totals \$6.6 million. From FY16-20 the growth has increased by 160%.

- FY2016 - \$739,310
- FY2017 - \$785,590
- FY2018 - \$1,366,852
- FY2019 - \$1,818,687
- FY2020 - \$1,941,902

The table below contains the breakdown of the five-year-total-spend by minority vendor type.

Classification	# of Vendors	Total Spend
AFRICAN AMERICAN FEMALE	3	\$2,000,351
AFRICAN AMERICAN MALE	2	\$514,503
ASIAN PACIFIC AMERICAN MALE	2	\$ 1,329,610
HISPANIC MALE	2	\$373,094
WOMAN-OWNED	19	\$ 2,434,782
FMD BFR Only Total Spend		\$ 6,652,341

Table 7: Five-year-total-spend by minority vendor type

Looking Forward (Continued & New Initiatives):

- Review and define tracking classification/category and goals for both firms and workforce for capital projects with the intent to measure more consistently and to increase percentages in all areas. Include design and construction firm-tracking separately.
- Continue to attend the local Durham, Triangle, and North Carolina MWBE outreach annual events.
- Analyze the non-capital spend across the needed supplies to determine if other vendors are already registered to improve the percentage with Facilities.

- Seek other vendors for needed supplies where current gaps exist.

5. Community Outreach/Uplift

This includes internships for local high school students, college students, and a housekeeping leadership program in partnership with Durham Tech.

Existing Efforts/Status:

- A. Durham YouthWorks – For the past five years we have partnered with Durham YouthWorks and sponsored Durham County high school student interns during the summer in the following areas: Structural Trades, General Maintenance, Electrical, and Office.
- B. Sustainability Skilled Trades Pathway – For the past two years we have partnered with the Southern High School’s skilled trades program, Sustainability Skilled Trades Pathway. Facilities staff have volunteered to participate in job fairs and interviewing skills sessions. Our vice president, managers, and union employees from the Facilities Electrical and HVAC shops visited the school to present about a career in skilled trades and Duke University. Facilities has committed to provide ongoing on-site job visits/tours and to host intern(s) for summer programs.
- C. Internships for College Students – For the past 15 summers we have hosted college interns from various colleges and universities. College interns have been incorporated into functional areas such as Engineering, Facilities Operations, CAD/GIS, Project Management, Housekeeping, Sanitation, Landscape Services units, Financial Services, and Communications. We have worked with Duke’s Engineering schools and post jobs on college job boards. Interns work in their assigned area, tour different work units within Facilities, and complete their internship by presenting what they have learned to intern and management teams.
- D. NCCU Management Recruiting – In 2019, the Facilities forged a partnership with NCCU’s School of Business’s Department Chair of Hospitality and Tourism Administration to recruit graduating seniors and alumni for University Environmental Services (UEVS) supervisor and manager vacancies. To date, we have hired two individuals through this program.
- E. Professional Education Credentialing Program (PECP) – In 2020 we commenced this housekeeping leadership program in partnership with Durham Tech. All 28 UEVS managers, supervisors, assistant supervisors, and the recycling coordinator are attending a one-year/330-hour credentialing program. This marks the first, joint educational program partnership between Duke Facilities and Durham Tech. Through it, participants enhance their knowledge of the profession, hone existing skills, and develop new ones. This course helps the UEVS leadership team to understand the current business climate and discuss issues affecting today’s managers – both internally and externally. Additionally, the program serves as a team-building exercise whereby, as peers, participants support one another in their professional and leadership development.

Looking Forward (Continued & New Initiatives):

- Continue our involvement in offering the programs noted above. Focus on the DEI elements of the programs.
- Housekeeping University – With approximately 1,000 positions across three housekeeping units within Duke – including the Health System – housekeeping has a high turnover rate. At any given time, the estimated vacancy rate is 12%. Duke University could start “Housekeeping University.” This would be a free training program offered to the local community. Individuals could be trained, earn a certificate, pre-apply, and be put into ready status for hiring at Duke. If graduates were to receive training and take a housekeeping position elsewhere, Duke would have contributed to the local community by facilitating residents’ learning and progress. This proposal can be further studied to determine feasibility and practicality.
- Skilled Trade Apprenticeship Program – There are more than 100 skilled trades positions across Duke – including within HDRL and Parking & Transportation. Meanwhile, in today’s job market skilled operations positions can be a challenge to fill. Thus we routinely have many unfilled vacancies. Additionally challenging is that the Duke union job levels and steps for potential apprentice candidates are well below market and haven’t changed in 12 years. Therefore, attracting qualified candidates is difficult. When we do and get them trained, they often take a position outside of Duke for better compensation. The Skilled Trade Apprenticeship Program in partnership with local schools and community colleges, in the primary areas of HVAC, steam fitting, plant operation, and electrical would serve to develop the workforce we need while simultaneously helping members of the local community by facilitating residents’ learning and progress. The first step is to investigate the feasibility of working with local schools and community colleges to develop apprenticeship.

Ideas for Duke's Supplier Diversity Program

- Develop a working task force that includes all schools and administrative areas to provide strategic oversight for Duke's supplier diversity program and be the liaison for information sharing from the task force to individual schools and administrative units

Membership:

- Members appointed by Dean or Vice President
- Members should be in positions that influence peers and can disseminate information to the school decision makers and those individuals who influence purchasing decisions

Governance:

- Task force accountable to EVP, University President, and Chancellor
- A joint memo to the university and health system regarding these efforts signed by both the president and the chancellor needs to be distributed widely and posted for review.

Meeting Cadence:

- Bi-weekly for first 90 days and monthly thereafter

Meeting Tasks:

- Define diverse supplier criteria
 - o Certifications required
 - o Internal vs. external database (3rd party) registration
 - Identify opportunities to support and develop diverse suppliers
 - o Upcoming networking opportunities
 - o Provide educational seminars at Duke
 - Share newly identified vendors
 - Review spend informatics
 - Develop internship program to identify new suppliers
-
- Identify and implement best practice to host virtual matchmaking series at Duke. Post COVID, suggest annual vendor fair for specific commodities (lab/research event, IT event, construction event) to be hosted in partnership with those areas represented on the task force
 - Partner with firm (potential local MBE) to scrub spend data for high touch areas and propose alternatives diverse vendors in the region
 - Department owners and key stakeholders include qualified diverse suppliers in all Requests for Proposal
 - A 2-hour L&OD training class can be developed and offered (or a part in conjunction with other diversity training) regarding efforts to be made around sourcing to diverse vendors
 - A potential "certification" program can be developed, similarly to the "green workplace" certification, once departments/schools complete certain training and demonstrate efforts or improvement in the area of diverse supplier utilization.