

**Duke Diversity Action Alliance Steering Committee
2021-22 Report**

Mentorship Subcommittee

Chair: **Courtney Orning**, Social Science Research Institute; Members: **Catherine Angst**, Undergraduate Education; **Laura Brinn**, Provost’s Office; **Catherine Jarboe**, Center for Autism and Brain Development; Caroline Pate, UComms; **Meghan Rushing**, Undergraduate Admissions; **Mara Shurgot**, Center for WaSH-AID; **Robert Thompson**, Sanford; **Patara Williams**, Health System

I. Program Development and Pilot Semester

The Duke Diversity Action Alliance Mentorship Subcommittee was formed in August 2021 to develop a mentorship program to enhance career progression and retention for communicators at Duke.

The committee explored a range of possible program models and in Spring 2022 piloted a [group mentoring program](#) open to staff from the University and Health System (both those in 100% communications roles, as well as those who engage in communications as part of their role).

For the Spring 2022 pilot, **13 mentors** were matched with a total of **29 mentees** in “pods” of two or three mentees (in order to accommodate all participants).

The program began with a virtual kickoff session and concluded with an in-person lunch at the Brodhead Center to celebrate and conclude the pilot. Michael Schoenfeld attended and spoke at both events. During the pilot semester, we offered two 30-minute educational sessions for mentors and mentees.

Mentees and mentors alike reported generally positive experiences in the program, and provided feedback that will be helpful in refining the program moving forward. (See Program Feedback section of this document for more details.)

II. Future Direction

The committee recommends continuing the program in the 2022-2023 academic year, with the following adjustments:

- Expanding the program timeline to the full academic year.
- Offering a full schedule of monthly 30-minute educational sessions for mentees and mentors, with a mix of “career chats,” and skill-development sessions.
- Limiting the number of mentees to match available mentors (reducing the need for “pods” with multiple mentees per mentor).
- Potentially offering mentors a small stipend to allow for a coffee or lunch meeting with each mentee once per semester.

III. Spring 2022 Pilot Program Feedback

Questions	Mentees (n = 17)	Mentors (n = 11)
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Had you mentored or been a mentee before this pilot?	Yes 30% No 70%	Yes 90% No 10%
Were you satisfied with the pilot?	Extremely 41% Somewhat 35% Ambivalent 23%	Extremely 36% Somewhat 46% Ambivalent 9% Somewhat not 9%
Would you recommend the program?	Yes 88% Maybe 12%	Yes 73% Maybe 27%
How many times did you meet?	1 – 3 53% 4 – 6 35% 7 – 9 12%	1 – 3 45% 4 – 6 45% 7 – 9 10%
Was a semester enough time?	Yes 18% No 82%	Yes 50% No 50%
What did you think of the pod format in terms of coordinating logistics and overall benefit?	Easy, beneficial 69% Easy, not beneficial 13% Challenging, beneficial 13% Challenging, not beneficial 5%	Easy, beneficial 64% Challenging, beneficial 27% Challenging, not beneficial 9%
Most explored topics	Networking General knowledge of Duke Relationship dev. at Duke Negotiating	Career progression Networking Relationship dev. at Duke Creative Thinking
Were you able to recommend or learn of specific resources?	Yes 82%	Yes 100%
Resources recommended/learned of	Canva, Adobe Premiere, Duke Style Guide, Webdam, Duke Leadership Academy, Duke HR programs, SCOPUS, Sites@Duke, Basecamp, Clkim, Compressor.io, PhotoShelter, Meistertask, Headliner, Audiogram, Communicators listserv, Facebook group, Grammarly	
Were mini sessions helpful?	Yes 100%	Yes 100%

Suggestions for improvement	<ul style="list-style-type: none"> – More structure, curriculum – Consider pairing POC with mentors of same race or ethnic background – More skill-based information sessions – More in-person meetings – Full year and 1-on-1 	<ul style="list-style-type: none"> – More structure, objectives – Curriculum with suggested topics, framework – 1-on-1 format: mentees were in different places – Additional mini sessions – Ensure mentees are invested
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Additional Mentee Comments

It's a great way to get to know people in the Communicators Network, learn new tools and strategies, and get support from people with many years of experience.

Although I wanted to have a one-on-one mentorship, I enjoyed working in the pod and getting to learn from my mentor and the other mentee.

I love the interactive nature of this program and hope that it continues. I would love to either join my mentor in her next small group to continue the conversation (if she continues mentoring!) or maybe having 'mentee alumni' small groups to continue networking and sharing resources and support with each other. I am so glad that I participated and feel like I got a lot out of the program.

Additional Mentor Comments

Really enjoyed this program. I got to know two wonderful communicators whom I didn't know before! The relationships will continue beyond the pilot program, which I think is really special and demonstrates the value proposition of a program like this.

My mentees seemed very appreciative. I was surprised about some of the tools that I thought everyone used that were new to them.

Professional Development Subcommittee

Chair: **Lindsay Gordon-Faranda**, Health System (currently on parental leave as of late May); Acting co-chairs, June – December 2022: **Jocelyn Dawson**, University Press, **Susan Gallagher**, Psychiatry and Behavioral Sciences; Members: **Jack Frederick**, Communications Services; **Leanora Minai**, Communications Services; Maria Moreno, Office of Institutional Equity; **Dierdre Shipman**, formerly of Neurobiology, now in Duke Dance; **Elizabeth Thompson**, Trinity Communications; **Blythe Tyrone**, Learning Innovation

Overview

The Professional Development Subcommittee has been meeting monthly since August 2021 and has focused primarily on two tasks: compiling a resource list for sharing with the Duke communicators network and identifying speakers to talk with Duke communicators about DE&I issues as they relate to our roles and responsibilities at Duke. The subcommittee members are enthusiastic and engaged and we have had some great discussions.

Accomplishments

Resources -- We have developed an extensive list of useful resources geared toward inclusive communications. We are currently reviewing the list to determine which resources to include on the newly-created [DAA web page](#), with the thought that “less is more,” as well as the intent to reduce redundancy. We plan to have a list of no more than 15-20 annotated links ready to be added to the website by the end of July/early August.

Speakers -- We spent several meetings discussing potential speakers before the subcommittee members completed an anonymous survey to determine the top choices from the group. Through the survey and our discussions, we picked two potential DE&I-focused speakers from within the Duke community ([Kimberly Hewitt](#) and [Ashleigh Shelby Rosette, PhD](#)). We would like our first invited speaker to be Kimberly Hewitt, given her central DE&I leadership role at Duke.

Our goal is to work with our colleagues in University Communications, the DAA co-chairs, and Kimberly Hewitt’s office to arrange a time for Kimberly to speak to Duke communicators in the fall. Our hope is to plan a “leadership conversation” type of event, similar to the event with Mike Schoenfeld and Daniel Ennis last fall. Kimberly has agreed in concept to speak to the group but we have not solidified any details as of yet.

We also have a list of potential future speakers that we will continue expanding as a living document and resource for selecting other DE&I-focused speakers in the future.

Next Steps

This summer/fall, we will continue to move forward with the two initiatives described above.

In addition, we hope to have the opportunity to invite another speaker in the spring to speak to the Duke Communicators (speaker, format, time frame, etc. TBD). Our goal is to work with our invited speakers to create educational and interactive DE&I learning opportunities for the Duke Communicators network.

Other potential Duke speakers our committee members have proposed include (not an exhaustive list):

- [Sandy Darity, PhD](#), Professor of Public Policy, African and African American Studies, and Economics at Duke
- [Meg Brown](#), Head, Exhibition Services and the E. Rhodes and Leona B. Carpenter Foundation Exhibits Librarian, Duke University Libraries (for her work with the [font initiative](#))
- [Brigit Carter, PhD](#), Associate Professor and Associate Dean for Diversity and Inclusion, Duke University School of Nursing

We are also hoping to have a budget in the future to invite speakers from outside of Duke. As an example, one subcommittee member spoke positively about an external group, the [CHEER Collaborative](#), that spoke to her department about race and language; the group gave three one-hour talks, each with a fee of \$500. [Karen Yin](#), author and founder of the [Conscious Style Guide](#), is another intriguing potential external speaker.

We also hope to collaborate more directly with other subcommittees on shared priorities and goals, and we look forward to continuing to grow and respond to the needs and interests of our communications colleagues.

In the coming months, our subcommittee will be brainstorming goals and activities for the upcoming year and will keep the co-committee chairs apprised of any new plans.

Talent Recruitment Sub-Committee

Chairs: **Kirsten Khire**, Sanford; **Patty Green**, Margolis Center; Members: **Elizabeth Hogan**, Fuqua; **John Zhu**, Graduate School; **Virginia King-Barker**, Medicine; **Quanta Holden**, Trinity; **Karl Bates**, University Communications; **Elizabeth Richardson**, Trinity

Flowing from the work of Duke's 2020-2021 Diversity Action Alliance Committee, this subcommittee in 2021-2022 was charged to develop recommendations on how to build more diversity among Duke communicators, with a specific focus on race and ethnicity. The goal is to broaden the talent recruitment pipeline of Black and BIPOC candidates. Duke's relationship with HBCUs through its internship program has resulted in nine hires, and interns and former interns are valuable networks to help Duke recruit communicators.

This academic year, the subcommittee discussed ideas to build on this initial success and explore career fairs, virtual opportunities to build a larger, more diverse outreach network of candidates, and nurturing and building the community of future interns.

1/ What the Talent Recruitment subcommittee has learned from meetings/conversations/research:

- Conversations with diversity professionals and leaders as well as human resources professionals and leaders are vital in order to understand issues, networks and outreach. Collaborate with Duke DEI and HR teams.
- HBCU intern programs with Duke are excellent ways to recruit future employees, talk with interns about communications careers and conduct outreach about positions. To strengthen the pipeline for Duke, reach out to HCBU comms departments, career centers, and student media at HBCUs.
- Align with professional organizations that are trying to place its members in jobs, such as Public Relations Society of America (PRSA). Potential to offer higher ed career info session to members. Reach out to start conversation about mutually beneficial partnership.
- Former journalists looking to transition into public relations are another audience to reach, and many Duke communicators are former journalists themselves or have journalism degrees. Again, some organizations like PRSA, the National Association of Black Journalists (NABJ) and National Association of Hispanic Journalists (NAHJ), can be helpful to reach current and former journalists looking for career pivot.
- Duke communicator managers and leaders are seeking tools and contacts to expand their recruitment and searches. A toolkit for recruitment for managers/leaders should be created.
- Each communicator at Duke has a recruitment "story." Stories of diversity recruitment in communications could be featured by Duke@Work.
- Identify communicators who are passionate about diversity talent recruitment. How can we create "champions" for outreach when there are open communicator positions? Diversity Champions will create more trust and a pipeline for diversity recruitment.

2/ What Duke recruiters/HR are seeing in 2022:

- Big drop in applicants and qualified applicants – decrease in applicant pool
 - Labor shortage until 2030 – baby boomers are leaving the workforce, people changing careers due to the pandemic and wanting to explore opportunities that are aligned with their values and passion
 - Unemployment rate is 3.6 percent currently – not as many people looking for positions, therefore we will need to take a more proactive recruitment approach to reach passive candidates, engage them and alert them to job postings
- Applicants are looking for organizations that allow flexibility in work hours and/or want remote work

3/ What hiring managers can do to help with recruiting efforts:

- **Job Descriptions-**
 - ✓ Ensure they are not too restrictive or specialized if they do not have to be – *specialization can restrict the diversity of the candidate pool*
 - ✓ Write job descriptions that really explain the job, are enticing, and provide insight into the mission, values, and culture of the department
- **Develop a partnership and communication with your HR recruiter-**
 - ✓ Send the job description (in Word format) to your recruiter when submitting the open requisition iform. It is much easier for the recruiter to copy and paste the job description to post. *It can take 45 minutes to post a position if the recruiter has to reformat the job description that is loaded in the system when submitting an open requisition iform*
 - ✓ Send preferences (what skills you are looking, preferred experience, any buzz words) to your recruiter as soon as you open the requisition. This will allow the recruiter to search the database of applicants based your preferences.
 - ✓ If you have received notification from applicants that they have applied to the position and you do not see the person’s name in SuccessFactors, you can send an email to the recruiter with the first name and last name of the applicant to ask if they can be moved into the candidate pool. The recruiter will be able to confirm if the person applied to the position and transfer them into the candidate pool **if** they meet the minimum qualifications of the position.
- **Take Action-**
 - ✓ Continuously network and market your organization – via conferences, seminars, social media, your website
 - Ensure your website has real life pictures that can show diversity of staff and students
 - ✓ Check your branding and culture-
 - Do you have a **welcoming, inclusive, and respectful** work environment and a **positive** workplace **culture** that aligns with the vision, purpose, and goals of your department? How do you present/communicate your culture to the applicants you interview?
 - Do you have a positive employment brand?
 - Employment brand is a composite of the market perception of prospective employees, current employees, and previous employees
 - ✓ Review the applicant pool on a regular basis and begin interviewing right away if you have a good candidate – good candidates are most likely applying to other positions/organizations and may not be available if you wait too long to interview
 - ✓ Recruit the right people – find individuals who can contribute in their own unique way while still sharing and adding to Duke’s values

4/ Additional resources and tips for Duke communicators who are recruiting/hiring:

- Duke has an NCCU internship program (contact Karl Bates in University Communications to find out more about participating in this summer program). **See Appendix A for example outreach.**
- Build your own relevant HBCU contact list (including newspaper advisors, communications chairs, and career leaders). **See Appendix B for example list.**
- Reach out to professional organizations with job boards. **See Appendix C for example list.**
- Duke HR has diversity options for recruitment/advertising. **See Appendix D for example list.**

5/ Next steps

To understand better what talented young communicators are looking for in an employer and what factors might influence their decision to join Duke in the future as a communicator, the subcommittee has organized a noon-hour focus group with the NCCU 2022 communications interns on Tuesday, July 26. The focus group will

be virtual via Zoom and, to incentivize participation, we'll provide all participants with a Door Dash gift card for their lunch.

We are crafting a discussion guide that will include prompts to learn the interns' perspectives on how Duke and other workplaces can be more inclusive and welcoming. We'll address their internship experience as well as a number of other questions, including:

- Are there better ways for us to communicate about opportunities at Duke to you?
- Which resources and mentors at NCCU would you recommend we connect with?
- Are there campus culture issues at Duke that you would like to discuss?

We'll communicate to the interns that the discussion will be recorded and to ensure a free and open discussion, emphasize that no comments will be directly attributed to participants. We'll provide a report and transcript of this discussion to the DAA committee later this summer.

Content Subcommittee

Acting Chair: **Vanessa Roth**, Facilities Management; Members: **Jennifer Sider**, Duke University Credit Union; **Lindsey Helm**, Recreation & Physical Education

Based on DAA Steering Committee preliminary findings and suggested plan of action from July 2021, the focus for the Content Subcommittee for the 2021-2022 academic year was to develop a preliminary draft of [Duke University Ethical Imagery Guidelines](#), based on the existing [Duke Global Health Initiative \(DGHI\) Ethical Photography Guidelines](#).

To begin, the DAA Content Subcommittee reviewed, discussed and augmented the DGHI Guidelines. Next, it identified Duke leaders and content experts, reviewed them with the DAA Committee Chairs, shared an early draft of the *Duke University Ethical Imagery Guidelines* with those identified and requested their feedback. Later, it reviewed and incorporated the feedback, ideas and edits received into the first draft – and in some cases sent an updated draft back for further consideration and approval. Their input was incorporated.

Duke leaders and content experts who provided input/approval of the first draft:

- Michael Penn, DGHI
- Leigh-Anne Royster, Duke Office of Organizational Equity (OIE)
- Jeannine Sato, Duke Office of Durham & Regional Affairs
- Leigh Fickling, Duke Disability Management System
- Joel Crawford-Smith, Web Accessibility, Duke University Office of Information Technology (OIT)
- Mike Schoenfeld & Blyth Morrell, Duke University Communications
- Chelsea Taft, Duke University Health System

At this time the DAA Content Subcommittee recommends that the *Duke University Ethical Imagery Guidelines* be shared via the [Duke Communicator Toolkit DAA webpage](#) and to Duke Communicator Network channels as deemed appropriate by the DAA.

The DAA Content Subcommittee recommends annual review of the *Duke University Ethical Imagery Guidelines* for iterative revision – in particular that in the coming year, OIE, who reported that it did not see anything concerning, be offered ample opportunity to provide a comprehensive overview.

HR Issues Subcommittee

Members: **Sarah Dwyer**, Interdisciplinary Studies and Faculty Advancement (co-chair); **Kathryn Kennedy**, Trinity (co-chair); **Jill Boy**, Medicine; **Matt Hartman**, Trinity; **Anne Light**, University Communications; **Meredith Rieder**, Athletics (occasional contributor)

Our initial charge was to create and conduct a climate survey of Duke communicators. However, in consultation with the Steering Committee chairs, we determined to 1) focus our efforts on understanding the challenges communicators of color face at Duke; 2) draw on and communicate findings from communicators' responses to the 2021 Duke Campus Climate Survey; and 3) organize one or more focus groups with communicators of color who opt in during Summer 2022.

Using the names of subscribers to the Duke Communicators listserv, we obtained a subset of anonymized climate survey data from Institutional Research. Our major takeaways from initial analysis of these 419 respondents were that the biggest issues seem to be unclear advancement criteria and feeling underpaid. Only one third of communicators thought advancement criteria are clear, compared to half of all respondents across Duke; female and URM communicators had especially poor views on this issue. Two-thirds of communicators felt underpaid, but the rates of dissatisfaction were fairly similar among women, URM and all other communicator respondents. One-quarter of communicators have been negatively impacted by microaggressions. Half of female and URM communicators felt comfortable reporting issues. On the whole, communicator statements were about 75% positive.

For further insights, we partnered with the Office for Institutional Equity (OIE) to organize focus groups. Our subcommittee continued to meet biweekly through the academic year, with periodic summer meetings to plan for the focus groups. We advertised the groups through the Duke Communicators listserv and invited people who identify as American Indian, Asian, Black, Hispanic, multiracial or Native Hawaiian/Pacific Islander to sign up. Hailey Mason, senior program coordinator in OIE, led the focus groups on Zoom with assistance from Duke Ph.D. candidate Joseph Ren. The three 90-minute sessions took place on July 11, 12 and 20. Registration and participation details were not shared with our subcommittee, in order to preserve anonymity. A total of 14 people took part in the focus groups (five in the first session, five in the second and four in the third). Hailey and Joseph reported that the discussions were lively and many participants were eager to share their thoughts, particularly on suggested actions Duke could take. They will provide us with transcripts that have been deidentified and create a draft codebook that can support future analysis. We expect to receive these materials in mid-August.