



# DIVERSITY & INCLUSION

## 2018 PROGRESS REPORT

American Institutes for Research



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# OUR COMMITMENT

## David Myers, President and CEO

“At AIR, we recognize that no one person or group is responsible for building a diverse and inclusive environment. That responsibility belongs to all of us. It requires the steadfast commitment and active participation of everyone at AIR to create an environment where people can bring their full selves to work every day. As this annual progress report shows, our D&I work in 2018 reached every member of our staff, through AIR-wide training programs, employee resource groups, and more. It is clear that we are making real progress on our D&I journey. For 2019 and beyond, I ask you to help us build on that progress by taking an active part in our D&I work. It’s work that is truly mission-critical.”



## Karen Francis, Interim Director, Diversity & Inclusion

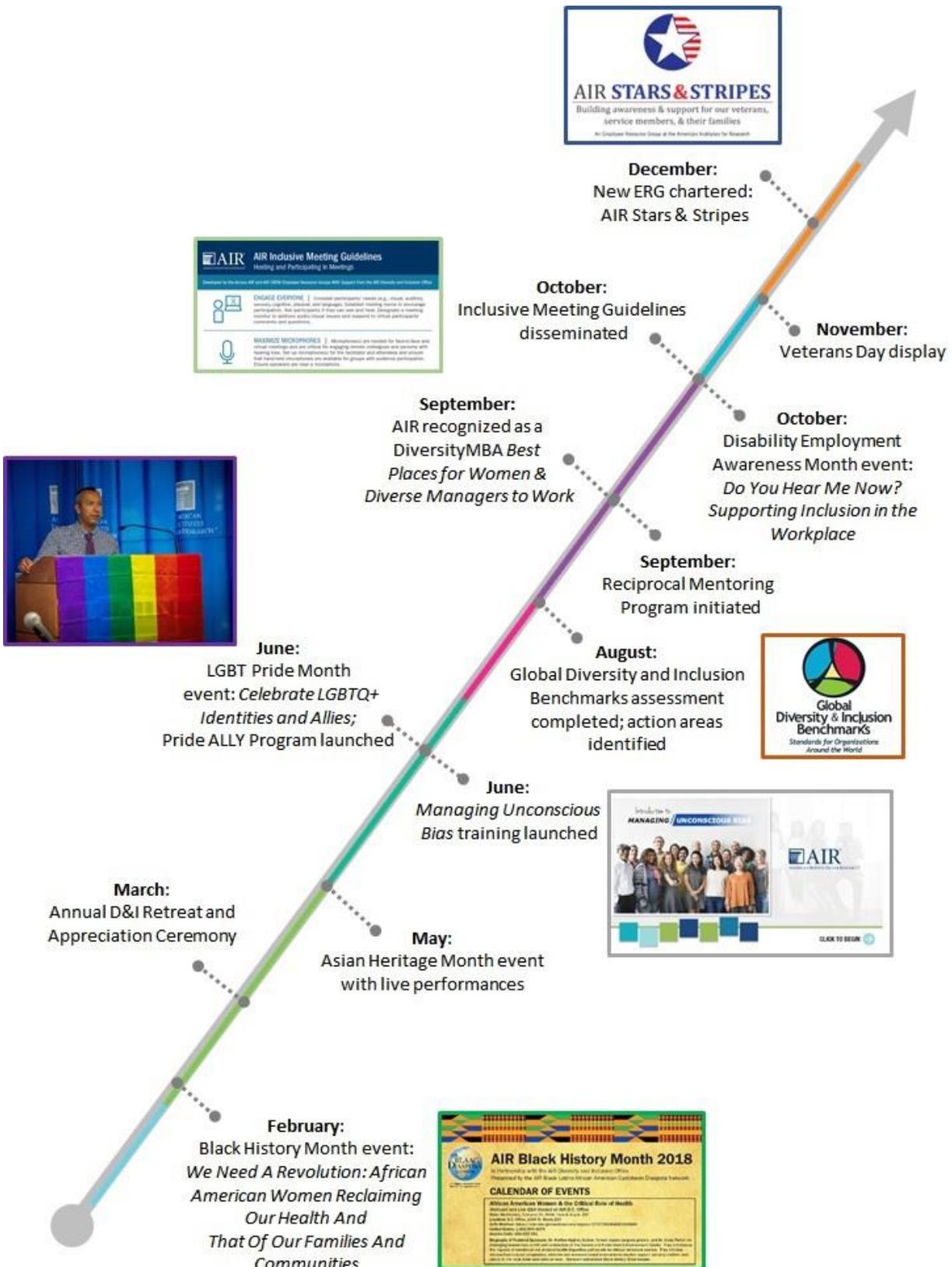
“We are proud of what we have accomplished over the past year to further diversity & inclusion at AIR. As we continue this work in 2019, I challenge you to take some time to think about your contributions to AIR’s mission and values. What role do you play to reinforce a positive and inclusive work environment? How can you bring cultural and linguistic competence to your work? D&I is everyone’s responsibility, and everyone has a part to play. Let’s walk this journey together.”

# 2018 HIGHLIGHTS

## Our progress in 2018 includes:

- **Training:** D&I partnered with Learning & Development to design and implement *Living the AIR Values*, a multi-year training series to ultimately make AIR a more inclusive and supportive workplace. The series began with a module on *Managing Unconscious Bias*, launched in June.
- **Cultural and Linguistic Competence:** The Cultural and Linguistic Competence (CLC) Workgroup continued their work toward developing a CLC module, now part of *Living the AIR Values*, and the CLAS PRO (Culturally and Linguistically Appropriate Standards for Projects, Research, and Operations) as a CLC framework for staff to implement in their work.
- **D&I Council and Employee Resource Groups:** The D&I office continued to support the D&I Council and employee resource groups (ERGs). A seventh ERG, AIR Stars & Stripes, was chartered and approved.
- **Communications:** The D&I office partnered with AIR Communications and the D&I Council Communications Committee to disseminate news and information about D&I internally and externally.
- **Evaluation:** D&I progress to date was evaluated via external benchmarking, including the Global Diversity and Inclusion Benchmarks (GDIB), DiversityInc., and Diversity Best Practices Inclusion Index. AIR was named one of DiversityMBA's Best Places for Women and Diverse Managers to Work.
- **Recruitment:** The D&I office partnered with AIR Recruitment to attend career fairs and place advertisements for diversity recruiting.
- **Compliance:** D&I continued to help the organization maintain compliance and win contracts by creating an Affirmative Action Plan (AAP) and completing AA/EEO requirements.

# OUR 2018 JOURNEY



# KEY ACCOMPLISHMENTS

## THE DIVERSITY & INCLUSION COUNCIL

### About the D&I Council

AIR's D&I Council is a strategic partner with AIR leadership to value diversity as a strength and promote a culture of inclusion. The D&I Council works in support of AIR's mission and goals, focusing on activities to integrate D&I into AIR's functions, and monitor implementation of D&I strategy. The Council serves to encourage, promote, and celebrate diversity throughout all levels at AIR.

### 2018 Members

Karen Francis, *Chair*; Young Yee Kim, *Vice Chair*; David Myers, Executive Sponsor; Taishya Adams, Brenda Arellano, Marion Baldwin, Michael Baran, Kelsey Conklin, Soner Dumani, Harrison Greene, Ben Kalina, Mitchell Morey, Cynthia Overton, Bitnara (Jasmine) Park, Gayle Porter, Reyhan Reid, Elena Saavedra, Nikki Sharan, Shanna Shipman, Fara Tapscott, Joseph Wagner

### Key Accomplishments in 2018

- Launched a formal process to select new members; welcomed five new members.
- Conducted focus groups with AIR staff to benchmark D&I progress using the Global Diversity & Inclusion Benchmarks (GDIB). The benchmarking results informed priorities and action plans for future D&I activities.
- Participated in the Annual D&I Leadership Retreat with ERG leaders.

## EMPLOYEE RESOURCE GROUPS (ERGs)

### ABOUT THE ERGs

ERGs are groups of employees who come together in their workplace based on shared characteristics. ERGs are voluntary, employee-led groups that foster an inclusive workplace. Any AIR staff member can participate in any - or all - of the ERGs.

AIR's six existing employee resource groups continued to work toward their missions. In addition, a seventh ERG was approved by the Diversity & Inclusion Council: AIR Stars & Stripes, for veterans and staff with military connections, was officially chartered in December. The ERGs began to focus on intersectionality of identities and collaborated with one another to address issues that affect multiple groups. For example, Access AIR and AIR CREW partnered to produce the *Inclusive Meeting Guidelines*, which make meetings more inclusive for staff with disabilities and remote staff.

## ACCESS AIR

### Mission

Access AIR's mission is to promote a work environment that is inclusive of and responsive to people with disabilities, their families, and the communities AIR serves.



### Leadership

Cynthia Overton, Chair

Opal Foster, Vice-Chair

Jonathan Cohn, Treasurer

Amina Ghannam, Documentarian

Ananth Koppikar, Executive Sponsor

### Key Accomplishments in 2018

- Partnered with AIR CREW to produce and disseminate *Inclusive Meeting Guidelines* to make meetings and events more inclusive of staff with disabilities and remote staff.
- Hosted Disability Employment Awareness Month panel discussion titled *Do You Hear Me Now? Supporting Inclusion in the Workplace*.

**AIR** | AIR Inclusive Meeting Guidelines  
Hosting and Participating in Meetings  
Developed by the Access AIR and AIR CREW Employee Resource Groups With Support From the AIR Diversity and Inclusion Office

- ENGAGE EVERYONE** | Consider participants' needs (e.g., visual, auditory, sensory, cognitive, physical, and language). Establish meeting norms to encourage participation. Ask participants if they can see and hear. Designate a meeting monitor to address audio/visual issues and respond to virtual participants' comments and questions.
- MAXIMIZE MICROPHONES** | Microphone(s) are needed for face-to-face and virtual meetings and are critical for engaging remote colleagues and persons with hearing loss. Set up microphone(s) for the facilitator and attendees and ensure that hand-held microphones are available for groups with audience participation. Ensure speakers are near a microphone.
- BE HEARD AND SEEN** | Project your voice when speaking. Permit one speaker at a time and avoid overlapping and sidebar conversations. Allow people to see your facial expressions and body language clearly. Position everyone so they can be seen on-screen. For virtual participants, promote webcam use.
- MINIMIZE NOISE** | Avoid moving around or shuffling materials on a desk. Eliminate crunching or chewing noises and loud typing, which interfere with sound quality for virtual participants and are amplified by microphones and hearing aids. Speak from a stationary position to keep the audio clear. Mute your phone or computer when not speaking.
- ACKNOWLEDGE SPEAKER** | Raise your hand or provide another auditory or visual cue before speaking to identify yourself as the speaker. State your name for those who cannot see you. When asking for questions or comments, allow 5 to 7 seconds for participants to unmute phones. Be comfortable with wait time.
- MAXIMIZE VISUAL DISPLAYS** | E-mail materials in advance of meeting. Display meeting documents on-screen, and capture main discussion points verbally and visually by taking notes or using the "chat box." Skype, or other means. If a participant asks for clarification, rephrase the content instead of repeating it. Assign a meeting notetaker so that the meeting leader and monitor can focus on engagement. Notes are also helpful for people with hearing loss who may not have heard the content.

## AIR ASIANS IN MOTION

### Mission

AIR Asians in Motion (AIM) identifies and promotes opportunities to enhance the success of employees of Asian heritage at AIR and welcomes everyone who supports their success.



### Leadership

Bitnara Jasmine Park, Chair  
Josephine Tolosa, Vice-Chair  
Ahtisham (Shan) Sohail, Treasurer  
Steve Kromer, Executive Sponsor

### Key Accomplishments in 2018

- Hosted a Lunar New Year celebration for AIM members and displayed celebration posters in five office locations in February.
- Hosted the Asian Heritage Month Celebration in six office locations in May, with the largest ERG event attendance so far.
- Partnered with Human Resources to host an immigration webinar in August to inform staff of changes to U.S. immigration laws.
- Surveyed and engaged members about ERG progress and priorities.

## AIR BLAAC DIASPORA NETWORK

### Mission

The mission of the AIR BLAAC Diaspora Network is to promote and support AIR in its ongoing effort to foster a work environment that is inclusive of AIR employees who identify as Black, Latino, African, African-American, and Caribbean (BLAAC), fosters professional mobility, and engages in practices that are culturally responsible.



### Leadership

Taishya Adams, Chair

Monty Williams, Vice-Chair

Robyn Madison Harris, Treasurer

Sokoni Davis, Secretary

Chris Times, Social Supports Lead

Michael Kirsch, Executive Sponsor



### Key Accomplishments in 2018

- Hosted Black History Month activities including an event titled *We Need a Revolution: African American Women Reclaiming Our Health and That of Our Families and Communities* featuring Dr. Marilyn Gaston and Dr. Gayle Porter, a children's book drive, a school supply drive, and a clothing drive.
- Hosted "Stay Woke" Member Meeting to give BLAAC-identified AIR staff an opportunity to discuss their experiences, the importance of self-care, and ways to have a collective impact through personal and professional interactions.
- Surveyed and engaged members about ERG progress and priorities.

## AIR CREW (Collaborative Remote Employee Workgroup)

### Mission

AIR CREW, or the Collaborative Remote Employee Workforce, is a voluntary membership team focused on the special contributions, considerations, and challenges related to working virtually in a dispersed workforce.



### Leadership

Shanna Shipman, Chair

Melissa Rasberry, Vice-Chair

Rami Levy, Treasurer

Nicol Christie, Member-at-Large

Cheryl Vince, Executive Sponsor

### Key Accomplishments in 2018

- Partnered with Access AIR to produce and disseminate *Inclusive Meeting Guidelines*.
- Collaborated with Human Resources, Communications, and Facilities to provide remote staff perspective on topics like staff engagement, office moves, and producing effective virtual events and meetings.
- Surveyed and engaged members about ERG progress and priorities.



## AIR PRIDE

### Mission

The AIR Pride Employee Resource Group (ERG) will further AIR's diversity and inclusion efforts by fostering a work environment in which employees who identify along the spectrum of sexual orientations and gender identities are respected and valued.



### Leadership

Ben Kalina, Chair  
Tom Workman, Vice-Chair  
Matt Shina, Documentarian  
Randy Sanders, Treasurer  
Johannes Bos, Executive Sponsor

### Key Accomplishments in 2018

- Hosted an LGBT Pride Month celebration and panel discussion on LGBTQ+ identities in June.
- Launched the ALLY program to bring awareness to the role of Allies in AIR Pride.
- Updated the AIR Pride logo from the LGBT to LGBTQ+ acronym to be more inclusive.
- Began collaboration with the AIR BLAAC Diaspora Network to host a joint event in 2019.
- Reviewed AIR's policies along the Human Rights Campaign Index to determine priority areas of focus in the future.
- Surveyed and engaged members about ERG progress and priorities.

## AIR VIVA

### Mission

AIR VIVA (Latino, Hispanic, Chicano) contributes to AIR mission and business by representing and supporting the development of the Latino, Hispanic, and Chicano employees and allies across AIR by promoting a culture of inclusion; providing a professional and collegial space to have dialog about the diversity and richness of the Latino, Hispanic, and Chicano cultures.



### Leadership

Brenda Arellano, Chair

Melissa Bullerwell, Vice-Chair

Marcela Movit, Documentarian

Debra Rodriguez, Promotions Chair

Irma Perez-Johnson, Executive Sponsor



### Key Accomplishments in 2018

- Hosted first book club in February
- Organized a DACA/Dreamer Learning Opportunity for members in March
- Conducted elections for VIVA's newly created position Promotions Chair.
- Organized a multisite learning event for Hispanic Heritage Month in September 2018 titled: *A Diversified Teacher Workforce: Exploring the Latino/a Teaching Pipeline*.
- Surveyed and engaged members about ERG progress and priorities.

## AIR STARS & STRIPES

### Mission

The mission of AIR Stars and Stripes is to leverage and develop the unique contributions of veterans and people with military backgrounds or interests to build a culture that fosters innovation, enhances and supports programs and activities aligned with AIR's mission, provides employees opportunities to develop and grow, provides learning and enrichment opportunities for AIR's workforce, and offers employees access to potential leadership opportunities.



### Leadership

Mitchell Morey, Chair

Rebecca Branch, Vice-Chair

Sudie Whelan, Treasurer

Gretchen Weber, Documentarian

Jack Buckley, Executive Sponsor

### Key Accomplishments in 2018

- Formed a task force to establish a new ERG.
- Created a Veterans Day display in Georgetown office lobby and passed out poppies to honor fallen soldiers.
- Chartered by D&I Council in December to become an official ERG.
- Conducted first election as an ERG to elect leadership committee.

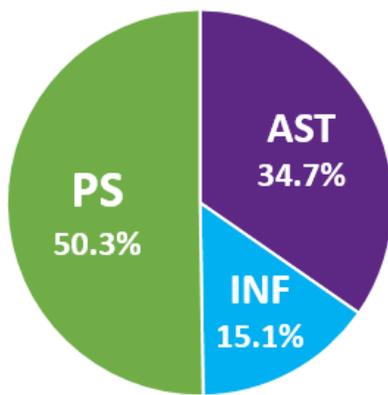
## GET INVOLVED!

To join an ERG, visit [diversity.air.org](https://diversity.air.org).

# OUR WORKFORCE IN 2018

AIR recognizes that the diversity of our workforce enhances our focus, contributes to our growth, and maximizes our impact. We monitor and analyze trends in workforce composition to develop a clearer picture of who we are and where we need to focus. This helps us to enrich our workplace and reinforce a positive inclusive work environment.

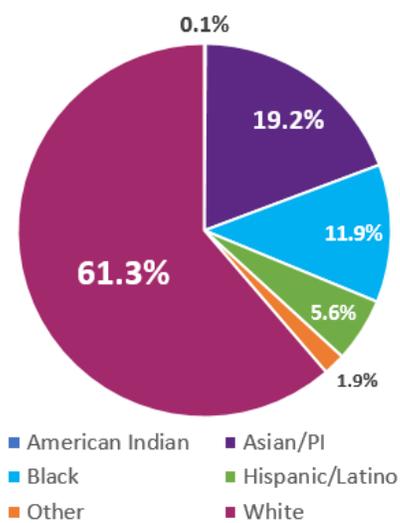
**Staff by Division**



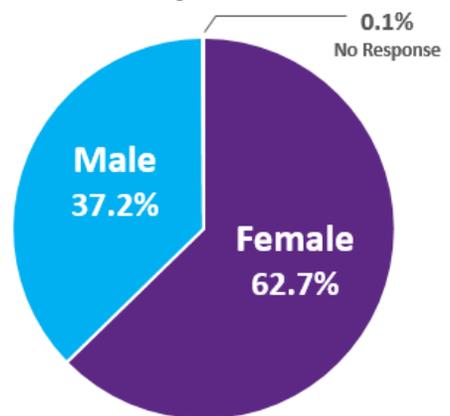
**Staff by Level**



**Staff by Race**

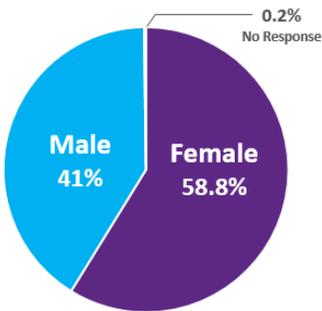


**Staff by Gender**

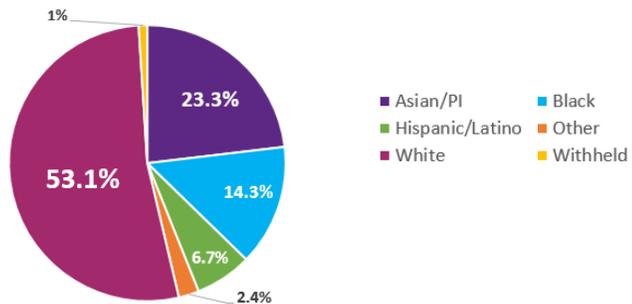


# OUR WORKFORCE IN 2018, CONTINUED

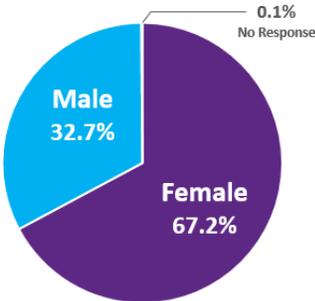
Levels 2–3 by Gender



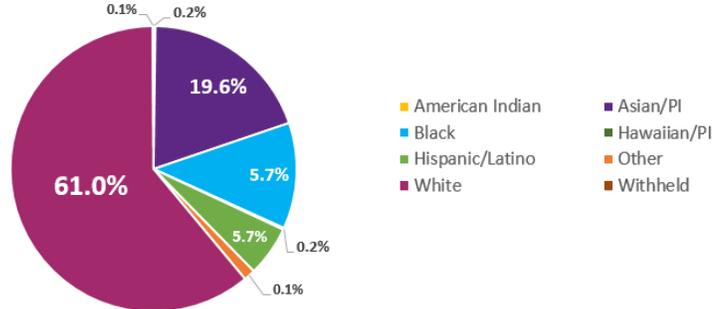
Levels 2–3 by Race



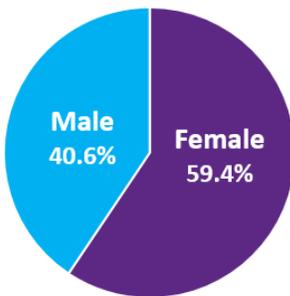
Levels 4–5 by Gender



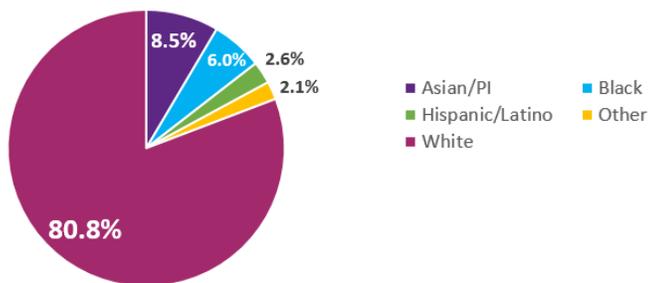
Level 4–5 by Race



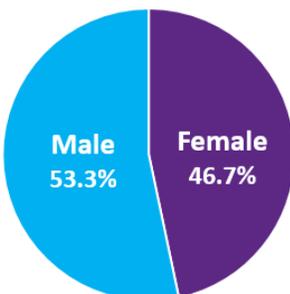
Levels 6–7 by Gender



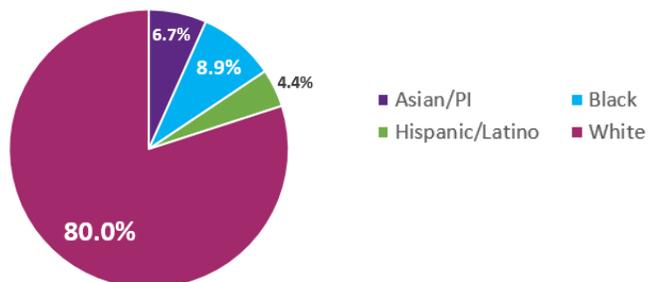
Levels 6–7 by Race



Levels 90–99 by Gender



Level 90–99 by Race



# DIVERSITY & INCLUSION CONTACTS

## D&I Office

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Allison Hedrick, Project Associate, [ahedrick@air.org](mailto:ahedrick@air.org)

General Mailbox: [AIRDiversity@air.org](mailto:AIRDiversity@air.org)

## D&I Council

Karen Francis, Chair

Young Yee Kim, Vice-Chair

## ON THE AIR INTRANET:

[diversity.air.org](http://diversity.air.org)

## EXTERNAL WEBPAGE:

[www.air.org/diversity](http://www.air.org/diversity)