



## 2019 Diversity & Inclusion Progress Report

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# Our Commitment

## David Myers, President and CEO

This is an extraordinary time we are living through. We can overcome the challenges we face, and succeed as an organization, by continuing to value the unique perspectives and experiences that each of us brings to the table. Today, AIR's commitment to diversity, equity, and inclusion is stronger than ever. It is essential to our mission and pivotal to our strategic goals. While we continue to make great progress in advancing D&I, we know that there remains so much more to do. It takes everyone at AIR, working together, to continue our momentum and achieve real progress. I hope all of you will join me in taking an active part in AIR's D&I programs and activities in 2020. I look forward to all we will accomplish together.



## Karen Francis, Director, Diversity & Inclusion



As we continue to deliver on our diversity and inclusion strategic plan, this 2019 Annual Report is testimony to the progress that we have made. As an organization, we have been focused on diversity and inclusion, working to realize our mission and vision. We have been strategically building a more positive and inclusive work environment, with the goal of effecting positive change in both our work environment and in the communities where we work. In 2020, we must continue this momentum—focusing on equity as a natural extension of our work. Now, we need to think beyond just embedding equity into our nomenclature and move toward actively demonstrating how equity shows up in how we do our work and how we operate. I look forward to our collective journey and encourage collaboration to ensure the integration of diversity, equity, and inclusion in our work, both internally and externally.

## 2019 Highlights

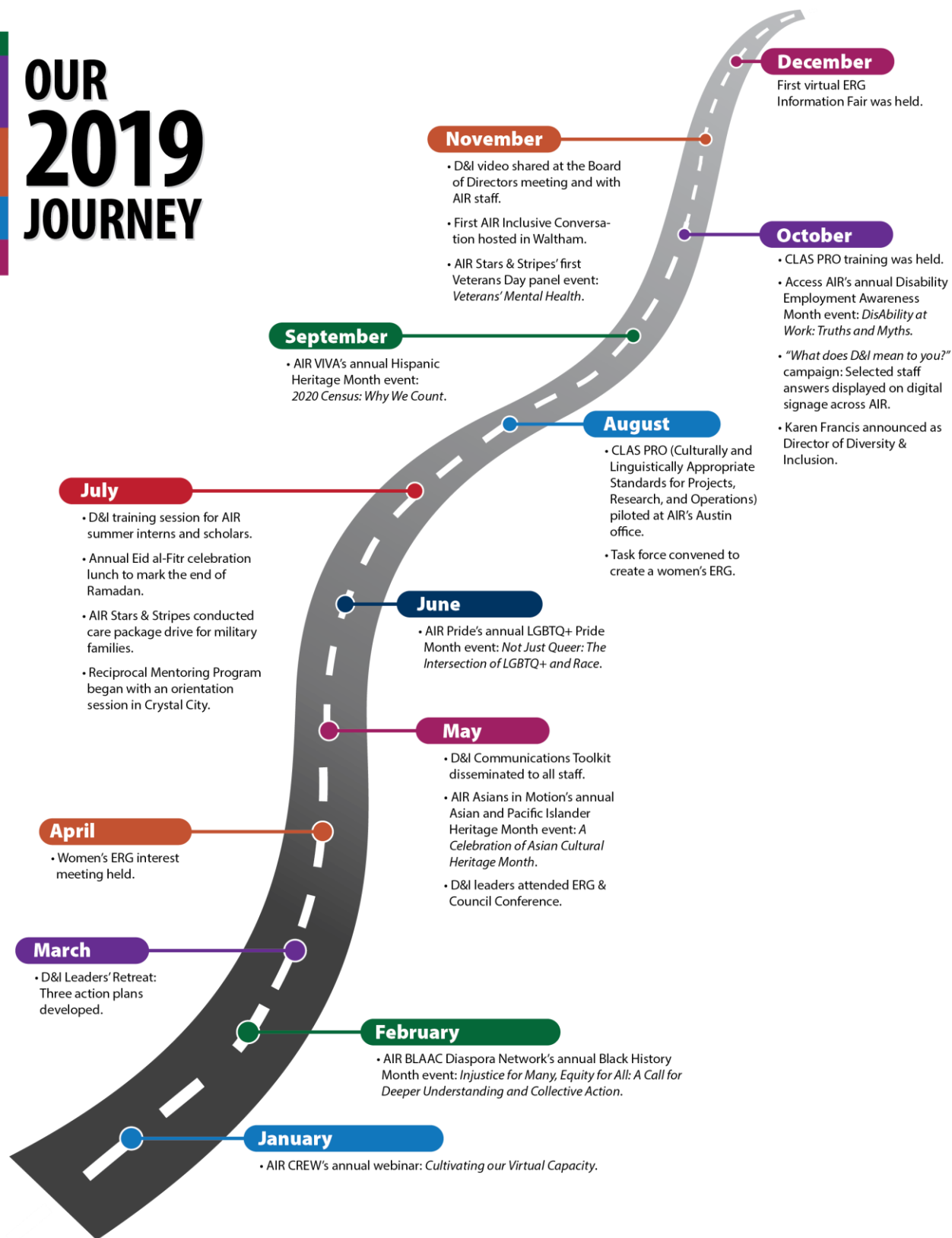
Diversity & Inclusion continued making progress toward AIR's strategic D&I plan with the following activities:

- **Reciprocal Mentoring Program.** D&I launched a 12-month mentoring program in June to build relationships between Professional Services (PS) senior leaders and PS staff of underrepresented racial groups (levels 4-6).
- **Interns and Scholars Program.** D&I partnered closely with Recruitment to recruit and host a diverse cohort of interns and scholars. For the third consecutive year, more than half of the 2019 summer interns were racially diverse, and more than half were female. Five interns received full-time job offers from AIR.
- **D&I Council and Employee Resource Groups.** The D&I office continued to support the D&I Council and seven employee resource groups (ERGs). A task force for an eighth ERG for women began work in 2019 and formally launched in 2020.
- **Cultural and Linguistic Competence.** The Cultural and Linguistic Competence (CLC) Workgroup piloted the Culturally and Linguistically Appropriate Standards for Projects, Research, and Operations (CLAS PRO) with Comprehensive Center staff and began planning for organization-wide implementation that will occur throughout 2020.
- **Inclusive Conversations.** D&I introduced Inclusive Conversations, structured and facilitated sessions intended to foster authentic dialogue among AIR staff on a variety of difficult subjects that impact staff. The first session was hosted in Waltham in November and covered the topic of creating a safe space for tough conversations.
- **Internal Communications.** The D&I office continued to focus on communicating about D&I goals and progress. A [Diversity & Inclusion Communications Toolkit](#) was disseminated to help AIR staff communicate internally and externally about how we deliver on our mission through the lens of diversity, equity, and inclusion. The *AIRWeekly* newsletter contained 50+ articles focused on D&I. Campaigns like "What does D&I mean to you?" created two-way communication opportunities with staff.

## 2019 Highlights *(continued)*

- **Living the AIR Values.** D&I continued to partner with Learning & Development on *Living the AIR Values*, a multiyear training series intended to make AIR a more inclusive and supportive workplace. A Cultural and Linguistic Competence (CLC) module will be released as part of the series in 2020.
- **External Partnerships.** D&I continued strategic partnerships with outside organizations to ensure AIR uses best practices and to benchmark progress against other organizations. External partners include the Global Diversity and Inclusion Benchmarks (GDIB), the Association of D&I Councils and ERGs, and Diversity Best Practices, Inc.
- **External Branding.** AIR's D&I efforts were featured in *Diversity in Action* magazine, a national, diversity-focused publication. D&I partnered with AIR's external communications team to ensure that public-facing communications, including AIR social media channels and website ([www.air.org](http://www.air.org)), highlighted D&I work and progress.
- **Leadership.** Karen Francis was appointed Director of Diversity & Inclusion. With 15 years' experience as a researcher in Professional Services and five years' leadership of the D&I Council, Karen connects the needs of the business with diversity and inclusion efforts and brings expertise in cultural competence in research and technical assistance.

# OUR 2019 JOURNEY





# Key Accomplishments

## THE DIVERSITY & INCLUSION COUNCIL

### ***About the D&I Council***

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

### ***2019 Members***

Karen Francis, chair; Young Yee Kim, vice chair; David Myers, executive sponsor; Taishya Adams, Marion Baldwin, Melissa Bullerwell,\* Monique Chism, Nicol Christie, Kelsey Conklin,\* Elisha DeLuca, Helen Duffy, Soner Dumani, Victoria Geis, Sebastian Gomez, Mitchell Morey, Bitnara (Jasmine) Park, Gayle Porter,\* Melissa Rasberry, Reyhan Reid, Nikki Sharan, Jayne Sowers,\* Fara Tapscott,\* Joseph Wagner, Tom Workman, Nadeem Yousaf

### ***Key Accomplishments in 2019***

- Participated in the Annual D&I Leadership Retreat with employee resource group (ERG) leaders, where the group chose three [action plans](#) to execute in 2019:
  - Partner with Human Resources leadership to review retention and promotion data and provide recommendations to best retain and develop staff of underrepresented groups.
  - Pilot and implement CLAS PRO (Culturally and Linguistically Appropriate Standards for Projects, Research, and Operations).
  - Host a Virtual ERG Information Fair (see details on the next page).
- Welcomed three new members as a result of the 2019 appointment process.

*\* Indicates a former AIR staff member.*



## 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.

### ***ERG Progress***

AIR's seven employee resource groups continued to work toward their missions. In 2019, ERGs welcomed 70+ new members and hosted some of their most substantive and well-attended events yet. Our ERGs partnered with business functions and programs throughout AIR to conduct organization-wide learning events and information sessions. ERGs developed and shared resources to help inform our diversity, equity, and inclusion work internally and engaged in activities to provide support to diverse communities externally. A task force to create a new women's ERG began work and launched the ERG in 2020.

In December, the Diversity & Inclusion Office partnered with AIR CREW (the Collaborative Remote Employee Workforce) to host the first virtual ERG Information Fair. More than 70 staff attended, and 15+ joined one or more ERGs. The ERGs were pleased to gain new, actively engaged members, some of whom already have moved into ERG leadership roles. The virtual ERG Information Fair will be hosted annually.

Read on to learn more about the events and activities that ERGs offered in 2019.



### **GET INVOLVED!**

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



### ***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***

Jayne Sowers,\* chair

Victoria Geis, vice chair

Pakethia Harris, documentarian

Vanessa Batiste, treasurer

Ananth Koppikar, executive sponsor

### ***Key Accomplishments in 2019***

- Hosted the annual **National Disability Employment Awareness Month presentation**, *Truths and Myths: Disability at Work*. The speaker, Dr. Scott Robertson, is an autistic adult and a policy advisor in the U.S. Department of Labor's Office of Disability Employment Policy (ODEP). His presentation defined neurodivergence, described his journey, and provided resources available through ODEP.
- Engaged with **innovative disability employment partners** like Broad Futures to bring young people with learning disabilities into our applicant pool and workforce. An intern referred by Broad Futures successfully completed an internship at AIR and was hired full time.
- **Partnered with Human Resources** to accommodate needs of staff and clients who participated in AIR events.
- Continued dissemination and promotion of [AIR Inclusive Meeting Guidelines](#), developed in partnership with AIR CREW.
- Participated in the first virtual **ERG Information Fair** in December.

## 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 2019***

- Hosted the annual **Asian Heritage Month Celebration** in six office locations, introducing hands-on activities from various Asian cultures like sushi rolling, origami, and Chinese and Korean calligraphy.
- Conducted **elections** for open positions and recruited a new Executive Sponsor, Mary Ann Fox.
- Hosted a **Lunar New Year celebration** for AIM members in February and displayed informational Lunar New Year posters in seven office locations.
- Hosted **membership meetings**, including a meeting to discuss AIR's divestiture of the Assessment division to Cambium Learning and its impact on AIR AIM members.
- Conducted an annual **survey** of AIR AIM members.
- Participated in the first virtual **ERG Information Fair** in December.

## 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). This network also fosters professional mobility and engages in practices that are culturally responsible.

### ***Leadership***

Taishya Adams, chair

Sokoni Davis,\* vice chair

Carolyn Rugamas, secretary

Chris Times,\* community supports liaison

Michael Kirsch,\* executive sponsor

### ***Key Accomplishments in 2019***

- Welcomed 200+ AIR staff to the annual **Black History Month speaker event**, *Injustice for Many, Equity for All: A Call for Deeper Understanding and Collective Action*. Panelists discussed historical injustices and inequities that resonate today, with a focus on education and justice systems.
- Created and disseminated **The BLAAC Book**, a resource designed to build diversity and inclusion capacity for internal and external work. The guide, based on Victor Hugo Green's *Negro Motorist Green Book*, includes a wealth of resources that illuminate the experiences and challenges of BLAAC people.
- Hosted **seven membership meetings** on a variety of relevant topics, including restorative justice, challenging the myth of the superwoman, and mental health and cultural competency.
- Hosted a **book drive** during Black History Month. AIR sites in North Carolina, Louisiana, and Chicago donated books to local public schools.
- Featured **member spotlights** across AIR during Black History Month. Four members shared how their expertise contributes to AIR's mission and reflected on AIR's values.
- Participated in the first virtual **ERG Information Fair** in December.

## AIR CREW



### ***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***

Melissa Rasberry, chair

Melissa Bullerwell,\* documentarian

Rami Levy,\* treasurer

Nicol Christie, member-at-large

Sandy Williamson, executive sponsor

### ***Key Accomplishments in 2019***

- Hosted an **annual virtual event**, *Cultivating our Virtual Capacity*, which featured virtual collaboration expert Peggy Pullan. Two hundred staff members participated in this webinar, which used active engagement strategies to demonstrate how to best foster online collaboration. Following the event, a workgroup participated in a series of conversations about the lessons learned and how they can be applied at AIR.
- Provided feedback on the **remote employee intranet site**.
- Partnered with AIR Learning & Development to discuss ways to better support the **learning needs of remote employees**.
- Reviewed and updated its **ERG business plan**, including revising the goals and objectives to reflect current organizational needs.
- Hosted six **membership meetings**.
- Helped plan and execute the first virtual **ERG Information Fair** in December.
- Continued disseminating and promoting [AIR Inclusive Meeting Guidelines](#), developed in partnership with Access AIR.

### ***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***

Tom Workman, chair

Patrick Kozak,\* vice chair

Sharon (Alexa) McDorman,\* treasurer

Johannes Bos, executive sponsor

### ***Key Accomplishments in 2019***

- Hosted the annual **LGBTQ+ Pride Month event**, *Not Just Queer: The Intersection of LGBTQ+ Identity and Race*, educating 250 AIR staff on the intersection of sexual and gender orientation and race.
- Initiated a monthly open discussion for members on relevant issues related to LGBTQ+ identity.
- Promoted **Spirit Day**, a day to wear purple in support of transgender youth.
- Co-sponsored a **mini symposium** in Chicago on sex education.
- Continued dissemination of **ally cards** across the organization.
- Continued participation in the Pride Triangle **business network**, a collection of organizations in the Raleigh-Durham area of North Carolina with LGBTQ+ ERGs.
- Participated in the first virtual **ERG Information Fair** in December.

## AIR VIVA



### ***Mission***

AIR VIVA (Latino, Hispanic, Chicano) contributes to AIR's mission and business by representing and supporting the development of the Latino, Hispanic, and Chicano employees and allies across AIR. AIR VIVA promotes a culture of inclusion, providing a professional and collegial space to engage in dialogue about the diversity and richness of the Latino, Hispanic, and Chicano cultures.

### ***Leadership***

Melissa Bullerwell,\* chair

Grace Fleming, vice chair

Cecilia Majors, documentarian

Sebastian Gomez, promotions chair

Irma Perez-Johnson, executive sponsor

### ***Key Accomplishments in 2019***

- Conducted **elections** in spring 2019 for a full Executive Committee.
- Hosted the annual **Hispanic Heritage Month Event**, a virtual panel on *2020 Census: Why We Count—Implications for Latinx Populations*. Panelists spoke about the implementation and impact of the census, and how AIR leverages census data. Ninety staff members attended the event.
- Conducted five **membership meetings**.
- Participated in the first virtual **ERG Information Fair** in December.



## AIR STARS & STRIPES



AIR STARS & STRIPES

### ***Mission***

The mission of AIR Stars & 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, gives 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

George Bohrnstedt, executive sponsor

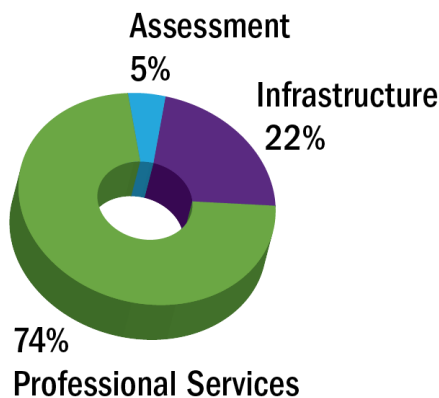
### ***Key Accomplishments in 2019***

- Hosted the first **Veterans Day panel discussion**, which focused on the experiences of veterans with ongoing trauma related to their service and the connection to AIR's project work.
- Conducted a **care package drive** for military families for Independence Day.
- Featured in a ***Diversity in Action*** [magazine article](#) highlighting the care package drive.
- Distributed red poppies at AIR offices to **commemorate Memorial Day** and servicemembers lost in the course of duty.
- Participated in the first virtual **ERG Information Fair** in December.

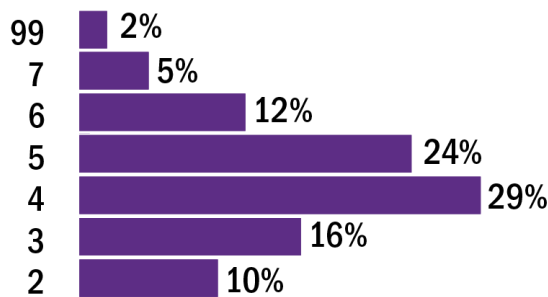
# Our Workforce in 2019

AIR recognizes that the diversity of our workforce enhances our focus, contributes to our growth, and maximizes our impact. While we’ve made progress toward a more diverse workforce, organizational changes in 2019, such as the divestiture of AIR Assessment to Cambium Learning, affected AIR’s workforce composition. We will continue to monitor and analyze trends in workforce composition to develop a clearer picture of the “new” AIR and where we need to focus. Recruitment and retention of staff of underrepresented groups continues to be a priority. *(Data below are as of December 31, 2019. Percentages have been rounded.)*

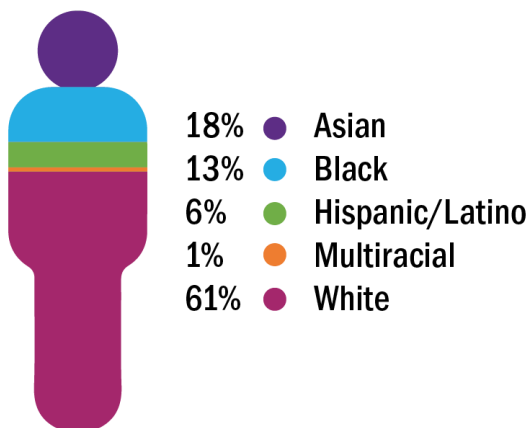
Staff by Division



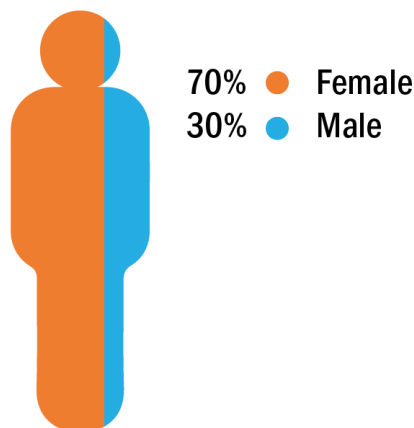
Staff by Level



Staff by Race



Staff by Gender

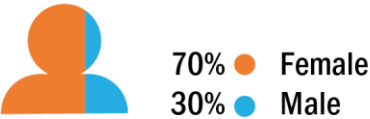


**Note:** Percentages may not sum to 100% due to rounding.

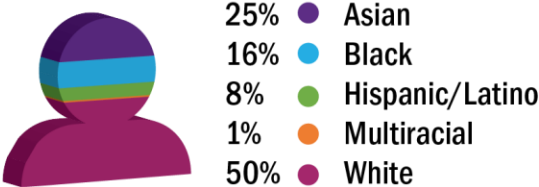
# Our Workforce in 2019 *(continued)*

## Levels 2–3

### by Gender

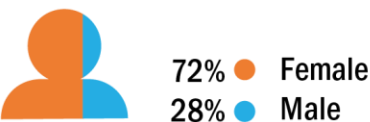


### by Race

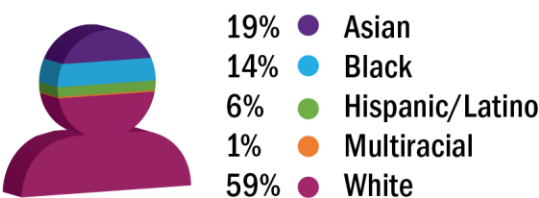


## Levels 4–5

### by Gender

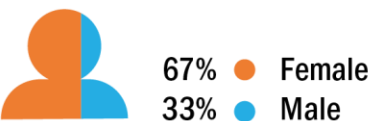


### by Race

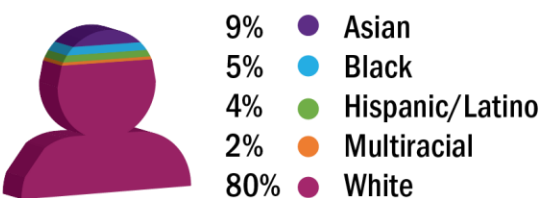


## Levels 6–7

### by Gender

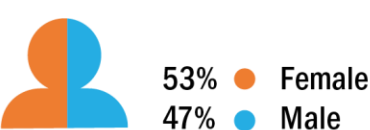


### by Race

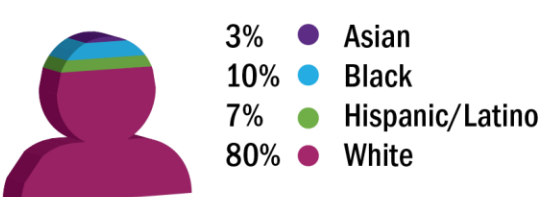


## Level 99

### by Gender



### by Race



## Looking Ahead: 2020 Activities

D&I has an exciting year of activities planned to engage staff, communicate with internal and external stakeholders, and continue integration of D&I into AIR work and processes. In 2020, we will:

- Continue supporting the Reciprocal Mentoring Program through its conclusion in June and evaluate the program to launch the next mentoring cohort.
- Continue to communicate with staff through the D&I intranet page, *AIRWeekly*, office displays, events, and other channels.
- Continue hosting Inclusive Conversations in multiple sites and remotely.
- Continue to support the seven existing ERGs, officially launch an eighth ERG for women, and begin a task force for an Interfaith ERG.
- Launch cultural and linguistic competence training as part of the *Living the AIR Values* series by rolling out an eLearning module and live, facilitated sessions to all staff.
- Benchmark AIR's D&I progress against other organizations by completing detailed surveys from Diversity Best Practices, the Global Diversity and Inclusion Benchmarks, and others.
- Place recruitment ads and editorial content in five diversity-focused magazines.
- Co-host a D&I Forum with external partners.
- Launch Diversity, Equity, and Inclusion (DEI) Week with programming for staff across sites and remotely to engage with D&I.
- Implement a tool within SharePoint that allows staff to record the pronunciation of their name so that other staff members can hear it.
- Partner with Proposal Development and Strategy offices to infuse D&I into proposals and win more work.
- Support the D&I Council as it executes three action plans related to D&I.

### GET INVOLVED!

To learn more about the above activities, or to join an ERG,  
visit [diversity.air.org](https://diversity.air.org) or contact [AIRDiversity@air.org](mailto:AIRDiversity@air.org).

## Diversity & Inclusion Contacts

### D&I Office

Karen Francis, Director: [kfrancis@air.org](mailto:kfrancis@air.org)

Zach Thomas, Program Manager: [zthomas@air.org](mailto:zthomas@air.org)

Cecilia Majors, Program Manager: [cmajors@air.org](mailto:cmajors@air.org)

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

Winie Kirkos, Project Associate: [wkirkos@air.org](mailto:wkirkos@air.org)

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

### D&I Council

Karen Francis, chair

Young Yee Kim, vice chair

### On the AIR Portal:

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

### External Webpage:

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