



Operations

DESCRIPTION

The Operations division (Facilities, Finance, Hospitality, Human Resources, Information Technology, New Haven Affairs, and Public Safety) represents approximately 1,600 staff members with a broad range of jobs and lived experiences.

In 2022, we will continue to advance our integrated plan for diversity, equity, inclusion, and belonging and make progress on topics of critical importance to these central staff functions. In addition, in support of the more than 25 school and division unit plans, our efforts will continue to optimize Operational processes necessary for institutional success.

Diversity, Equity + Inclusion Plan

COMMUNICATION, TRANSPARENCY, & ACCOUNTABILITY

DEIB Metrics: Deliver preliminary core reports to stakeholders and provide core aggregate reports to support longitudinal progress measurement for staff.

Supplier Diversity: Publish diverse supplier metrics, establish targets for future growth, and develop "Focus on Diversity" feature to highlight diverse local suppliers.

DIVERSITY OF THE YALE COMMUNITY

Recruiting: Recruit and onboard dedicated resources to expand central diversity recruitment efforts and focus on strengthening and building relationships with key professional organizations.

Supplier Diversity: Identify diversity classification of existing local suppliers.

EQUITABLE PROCESS, PROCEDURE, & RESPONSES

DEIB Metrics: Identify process and data gaps for remaining core reports.

Recruiting: Establish consistent processes for improving the diversity of candidate pools, including for senior positions.

Learning and Development: Outline a learning governance structure to ensure equitable access to learning resources.

PROFESSIONAL & PERSONAL DEVELOPMENT OF INCLUSIVE PRACTICE

Recruiting: Deploy training to hiring managers to amplify diversity practices.

Learning and Development: Implement a staff learning program related to DEIB; build teams to manage the adoption of consistent staff learning practices, design approaches, and the adoption of Workday LMX (by approx. July 2023); and lead a strategic assessment for staff learning at Yale.

Accomplishments

In 2021, Operations established teams, charters, workplans, and budgets for the following initiatives, and advanced goals, for each:

- 1. Recruiting:** Engaged with a consultant to assess recruiting practices, developed inclusive practices, and initiated a referral bonus program.
- 2. Supplier Diversity:** Began coding diverse suppliers in Workday, introduced new data collection practices, and conducted outreach to diverse local suppliers.
- 3. DEIB Metrics:** Defined and communicated measures for DEIB planning and identified process and data gaps.
- 4. Learning and Development:** Established a Learning Council with about 40 members to set standard definitions and business processes for learning at Yale.

Planning Team

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Senior Vice President for Operations

“Expanding our operational capability to recruit top talent, train and develop staff, utilize diverse suppliers and measure outcomes will position us for lasting change.”

“These foundational improvements will advance our DEIB goals and benefit our entire campus community.”

– Operations Planning Team