



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.

Together, we have established an integrated plan for diversity, equity, inclusion, and belonging to make progress on topics of critical importance to these central staff functions. In addition, in support of the more than 20 divisional unit plans, our efforts will address foundational interdependencies necessary for institutional success.

Diversity, Equity + Inclusion Plan

COMMUNICATION, TRANSPARENCY, & ACCOUNTABILITY

Metrics: A measurement framework and reporting model is necessary to support all university leaders in achieving our objectives. We will create a framework not only to measure outcomes, but also to provide meaningful, actionable data to support process changes envisioned in areas such as recruiting and progression.

Communications: We will create an internal communications plan to share our progress, reinforce changes in expectations, and assure institutional emphasis on diversity, equity, inclusion, and belonging.

DIVERSITY OF THE YALE COMMUNITY

Recruiting: Strengthening our recruiting practices and pipeline will be critical to a more diverse faculty and staff. We will undertake a broad process re-engineering effort to improve our recruiting programs.

Sourcing: We will refine procurement emphasis on minority and women-owned businesses by creating the systems and data management practices needed to better inform sourcing decisions.

EQUITABLE PROCESS, PROCEDURE, & RESPONSES

Career Paths: We will complete a job family design to improve consistency of operational roles and clarify career progression. This will include work to simplify titles, levels, and career progression guidelines within each area in operations, and a methodology to assure a level playing field by establishing equity practices.

PROFESSIONAL & PERSONAL DEVELOPMENT OF INCLUSIVE PRACTICE

Learning and Development: We will refine our learning and development approach, establishing a clearer tie between career paths and development opportunities and building a more complete supporting infrastructure.

ACKNOWLEDGEMENT, RECOGNITION, & RESPECT

Performance Management: We will strengthen performance management practices by establishing a framework for a revised institution-wide standard for performance management.

Employee Engagement: We will build an employee engagement program by creating an advisory structure to collaborate with leaders on organizational culture.

Planning Team

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“We have an essential and critical role to enable Belonging at Yale university-wide, not just for Operations. For example, recruiting, job family design and performance management enhancements support everyone. We are committed to advancing these capabilities.”

“We must begin to more completely harness the power of diverse perspectives and develop culture that reinforces these practices.”

– Operations Planning Team