



2020 Diversity, Equity & Inclusion Progress Report

Contents

Page

- Our Commitment1
 - David Myers, President and CEO1
 - Karen Francis, Director, Diversity, Equity & Inclusion (DEI).....1
- 2020 Highlights2
 - Pillar 1: Workforce and Work Environment2
 - Pillar 2: Cultural and Linguistic Competence (CLC)2
 - Pillar 3: Identity, Brand and Thematic Research3
 - Pillar 4: Growth and Sustainability3
 - Our 2020 Journey4
- Key Accomplishments5
 - The Diversity, Equity & Inclusion Council.....5
 - About the DEI Council5
 - 2020 Members5
 - Key Accomplishments in 20205
 - Cultural & Linguistic Competence (CLC) Workgroup6
 - About the CLC Workgroup6
 - 2020 Members6
 - Key Accomplishments in 20206
 - Employee Resource Groups (ERGs)7
 - About the ERGs7
 - ERG Progress7
 - Access AIR.....8
 - AIR Asians in Motion9
 - AIR BLAAC Diaspora Network10
 - AIR CREW11
 - AIR PRIDE12
 - AIR VIVA13
 - AIR Stars & Stripes.....14
- Our Workforce in 2020.....15
- Looking Ahead: 2021 Activities18
- Diversity, Equity & Inclusion Contacts19

Our Commitment

David Myers, President and CEO

In many ways, 2020 was a year like no other in recent memory — a global pandemic, lockdowns, social unrest in response to police violence and a contentious U.S. election. It was also a year of significant change within AIR, where we finalized the divestiture of a significant portion of our business and acquired two organizations, IMPAQ and Kimetrica. While these changes tested us as individuals, and as an organization, I'm proud that the culture we've built over the past decade around diversity, equity, and inclusion helped to ease some of these challenges and allowed us forums for much-needed connection. Amid the change and upheaval, we rallied as an organization to deliver on AIR's mission and continued the hard work necessary to create an inclusive and equitable workplace. On the road ahead, even greater is our opportunity to demonstrate what it means to operate as a diverse and inclusive global organization. I look forward to what we build, together.



Karen Francis, Director, Diversity, Equity & Inclusion (DEI)



Our 2020 Diversity, Equity, and Inclusion Annual Report tells the story about the progress we are making in building a culture of inclusion. It reflects how we came together in so many different ways, supporting each other as we collectively navigated the tremendous challenges presented in 2020. This report defines how we continue to authentically embed the principles of DEI across our organization. As a mission-driven organization, we are called to individual and collective actions. We are still on our DEI journey, and it involves all of us, leading by example. I want to encourage everyone to be deliberate, to be intentional, to think about the value of diversity, and to see everyone and not forget anyone.

We must continue our work, leaning in on equity and promoting inclusion, with each of us doing our part to ensure fairness for all. We must commit to the principles of cultural and linguistic competence as a guide for how we do our daily work and interact with each other. I look forward to working with each of you as we continue to deliver on our promise to center diversity, equity, and inclusion in all that we do and all that we stand for.

2020 Highlights

Diversity, Equity & Inclusion (DEI) continued to follow AIR's [strategic four-pillar DEI plan](#) with the following activities in 2020. (Note: The name of the Office of Diversity, Equity, and Inclusion was changed in 2021 to include the word "equity" and align better with our mission.)

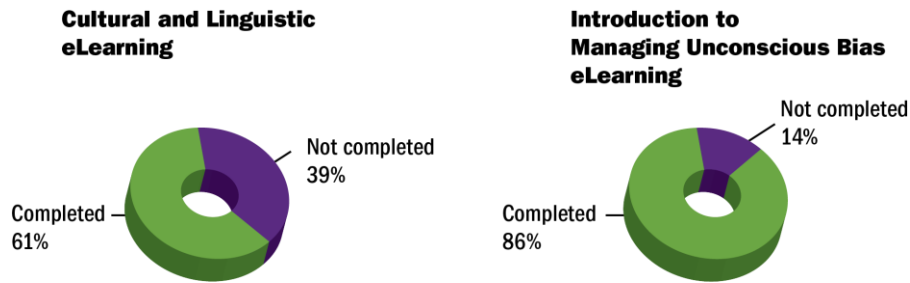
Pillar 1: Workforce and Work Environment

- The **Reciprocal Mentoring Program** concluded in June after 12 months. AIR leaders were matched with staff of underrepresented racial groups (levels 4-6) for a mutually beneficial mentoring relationship. Outcomes of the program were positive, and the program will be expanded in 2021 to include more staff of diverse backgrounds.
- The DEI Office continued **Inclusive Conversations**, which is a structured and facilitated series of sessions intended to foster authentic dialogue among AIR staff on difficult subjects that impact staff. Participants discussed impacts of the COVID-19 pandemic, the protests of racial injustice following the killing of George Floyd in Minneapolis, microaggressions in the workplace, political tensions around the 2020 election and other important topics.
- The DEI Office continued to support the **DEI Council** and seven **employee resource groups (ERGs)**. A task force of staff created AIR WISE (Women in Support of Equity), an eighth ERG. The DEI Council approved AIR WISE in November.
- AIR's senior leadership made [Five Commitments to DEI](#), detailing actions and accountability measures for achieving diversity, equity, and inclusion at all levels of the organization.

Pillar 2: Cultural and Linguistic Competence (CLC)

- The **CLAS PRO** (Culturally and Linguistically Appropriate Standards for Projects, Research, and Operations), developed by the CLC Workgroup, was launched to staff in early spring 2020, providing guiding principles and standards for the effective and measurable integration of CLC into all aspects of our work.

- A **Cultural and Linguistic Competence eLearning** module was launched to all staff as part of the *Living the AIR Values* series. See selected *Living the AIR Values* completion data below.



Note: Staff completion percentages are for end of year 2020.

Pillar 3: Identity, Brand and Thematic Research

- The DEI Office continued **strategic partnerships** with outside organizations to ensure AIR uses best practices and to benchmark progress against other organizations.
- AIR's DEI efforts were featured in **national publications** like *Diversity in Action*, *DIVERSEability* and *Diversity in STEAM*. DEI continued to partner with AIR's external communications team to highlight DEI work and progress in public-facing communications like AIR's social media channels and website.
- David Myers signed the [CEO Pledge for Diversity & Inclusion](#), committing to using DEI best practices to implement change in the organization.
- AIR joined the CEO Diversity, Equity, and Inclusion Consortium through the leadership and active involvement of David Myers. The CEO DEI Consortium is a collection of executive leaders across large organizations in the policy research and consulting industry: Abt Associates, AIR, Mathematica, MDRC, NORC, RAND, RTI, Urban Institute, and Westat. The primary goals of the consortium are to address inequities in conducting research to better inform policy, practice, and change efforts.

Pillar 4: Growth and Sustainability

- AIR launched the **Pipeline Partnership Project (P3)**. This partnership with three large universities (Howard University, University of Texas at San Antonio, and George State University) aims to build a pipeline of diverse candidates who can contribute to the field of behavioral and social science research and application.
- The DEI Office developed a [DEI Framework](#) to guide AIR's DEI efforts moving forward.

Our 2020 Journey

OUR 2020 JOURNEY



Key Accomplishments

The Diversity, Equity & Inclusion Council

About the DEI Council

AIR's DEI Council supports AIR's mission and goals, focusing on activities to integrate DEI principles into AIR's functions and to monitor the implementation of AIR's DEI strategy. The Council partners strategically with AIR leadership and staff to encourage, promote and celebrate diversity throughout all levels at AIR.

2020 Members

Karen Francis, chair; Young Yee Kim, vice chair; David Myers, executive sponsor; Taishya Adams*; Brenda Arellano; Marion Baldwin; Rebecca Branch; Monique Chism; Nicol Christie; Elisha DeLuca; Helen Duffy; Soner Dumani; Danielle Ferguson; Victoria Geis; Sebastian Gomez*; Teri Marx; Mitchell Morey; Chris Paek; Bitnara (Jasmine) Park; Melissa Rasberry; Reyhan Reid; Nikki Sharan; Joseph Wagner; Tom Workman; Nadeem Yousaf

Key Accomplishments in 2020

- During the 2020 DEI Leader Summit, the DEI Council and ERG leadership identified priorities focused on equity and developed three action plans for AIR to focus on. The focus on equity supports AIR's mission and vision and aligns with the 2020-2024 AIR strategic plan.
 - Conduct an **equity audit**, using an external vendor, that will assess, benchmark, and establish equity goals across promotion and project staffing processes in alignment with the organizational mission, vision and strategic plan.
 - Implement an **equity review process** that will guide AIR's proposal development activities and project review process, whereby we hold ourselves accountable for ensuring that DEI and CLC are integral principles that guide our work.
 - Build a measurable equity lens at AIR by (1) developing an **equity repository** to house resources that represent the equity work being conducted at AIR and (2) hosting an **equity talk series** that will generate peer-to-peer knowledge exchange and allow staff to engage in dialogue about our stewardship of equity, and promote the practical application of an equity lens in our internal and external work.
- The DEI Council formally approved the formation of AIR WISE, AIR's eighth ERG.

* Former AIR staff member.

Cultural & Linguistic Competence (CLC) Workgroup

About the CLC Workgroup

AIR's Cultural & Linguistic Competence (CLC) Workgroup provides technical assistance to staff, project teams, practice area members and staff in other business functions to adopt AIR's Culturally and Linguistically Appropriate Standards for Program, Research and Operations (CLAS PRO). The CLAS PRO document provides guiding principles and standards for the effective and measurable integration of CLC into all aspects of our work.

2020 Members

Karen Francis, lead; Tammie Causey; Elisha Deluca; Wehmah Jones; Robyn Madison-Harris; Cecilia Majors

Key Accomplishments in 2020

The CLC Workgroup actively worked through its 2020 Workplan, which prioritized engaging all AIR staff in training and technical assistance intended to build organization wide capacity to implement and apply the CLAS PRO standards. Some of the highlights include:

- Lead seven CLAS PRO trainings with more than 270 participants. Some groups hosted included the Duke Endowment Project, Educators & Instruction Practice Area and Level 5 Community of Practice.
- Developed a CLC eLearning module for the *Living the AIR Values* series. The module was developed and launched in collaboration with Learning & Development (L&D).
- Developed two tip sheets, *The Value of Diverse & Inclusive Teams* and *Developing Cross-Cultural Communication Skills*, as companion pieces to the CLAS PRO. The tip sheets provide examples for the practical application of the specific standards.
- Developed the CLC Assessment Tool, which allows teams to identify strengths and opportunities to grow to enhance the delivery of services and provide support across functions and operations.

Employee Resource Groups (ERGs)

About the ERGs

ERGs are groups of employees who come together in the 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 ERGs.

ERG Progress

AIR's ERGs continued to work toward their missions of fostering an inclusive organizational culture and climate. The DEI Council approved the formation of AIR WISE, AIR's eighth ERG.

In 2020, ERGs welcomed more than **120 new members**. Each group continued to host community-building events for members and learning events for the broader organization. All groups provided a forum for connecting staff, especially during the COVID-19 pandemic.

More than **1,200 AIR staff** attended ERG events in 2020. Several events hosted this year were firsts for AIR, including our Juneteenth and Kwanzaa celebrations, hosted by AIR BLAAC Diaspora Network.

Read on to learn more about the events and activities that ERGs offered in 2020.

GET INVOLVED!

To join an ERG, visit diversity.air.org.

Access AIR



Mission

Access AIR promotes a work environment that is inclusive of and responsive to people with disabilities, their families and the communities served by AIR.

Leadership

Teri Marx, chair

Victoria Geis, vice chair

Pakethia Harris, documentarian

Vanessa Batiste, treasurer

Beth Howard-Brown, member-at-large

Ananth Koppikar, executive sponsor

Key Accomplishments in 2020

- Hosted a **National Disability Employment Awareness Month (NDEAM)** event titled *Supporting the Whole Employee: What the Disability Community Can Teach Us About Leveraging Strengths, Recognizing Needs, & Re-envisioning Accessibility During COVID*. The event utilized live captioning for accessibility. The event also celebrated the 30th anniversary of the Americans with Disabilities Act (ADA) and discussed the importance of the ADA.
- Partnered with Broad Futures to **recruit** candidates with learning differences.
- Provided **pandemic resources** and support for staff and family members who are part of the AIR disability community.

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

Christopher Paek, chair

Varsha Ranjit, co-vice chair

Sherry Shen, co-vice chair

Ahtisham (Shan) Sohail, treasurer

Mary Ann Fox, executive sponsor

Key Accomplishments in 2020

- Hosted an **Asian Heritage Month** event titled *From Affirmative Action to COVID-19: The Evolving Racial Position of Asian Americans in the U.S.* The event featured guest speaker Dr. Janelle Wong.
- Instituted biweekly **check-in and support meetings** virtually from March to May as a response to COVID-19 disruptions.
- Developed and disseminated a member-led **anti-racist resource guide** as a response to incidents of racial violence nationwide.
- Hosted a **Lunar New Year** celebration in February.
- Elected and onboarded new **leadership**.

AIR BLAAC Diaspora Network



Mission

AIR BLAAC Diaspora Network promotes and supports 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

Danielle Ferguson, chair

Carolyn Rugamas, documentarian

Jordan Carter, treasurer*

Marijo Ahlgrimm, executive sponsor

Key Accomplishments in 2020

- Hosted the annual **Black History Month speaker event** titled *Why the Hair Not: Exploring the Cultural Wealth of Black Hair Styles and Impacts on Behavioral Health*.
- Disseminated **The BLAAC Book 2.0**, a resource designed to build diversity and inclusion capacity for internal and external work.
- Hosted a **food drive** during Black History Month.
- Featured **member spotlights** across AIR during Black History Month. Four AIR BLAAC Diaspora Network members shared how their expertise contributes to AIR's mission and reflected on AIR's values.
- Hosted AIR's first celebrations of **Juneteenth** and **Kwanzaa**.
- Hosted weekly **water cooler meetings** to provide an informal forum for members to connect each Friday.

* Former AIR staff member.

AIR CREW



Mission

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

Leadership

Melissa Rasberry, chair

Deirdre Magnan, vice chair

Amanda Williams, documentarian

Nicol Christie, member-at-large

Sandy Williamson, executive sponsor

Key Accomplishments in 2020

- Hosted an **annual virtual event** titled *It's an Inside Job: Tapping Our Internal Expertise in Virtual Collaboration*. AIR staff shared tips, tricks, and tools for virtual collaboration, meetings and events.
- Compiled and disseminated **resources for remote work** to help staff adjust to working from home during the COVID-19 pandemic.
- Partnered with AIR Learning & Development to implement **Parent Pop-Ups** to support parents and caretakers during the COVID-19 pandemic.

AIR PRIDE



Mission

AIR Pride furthers AIR's DEI 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

Nara Nayar, vice chair

Randy Sanders, treasurer

Lee Nethercott, documentarian

Soner Dumani, member-at-large

Key Accomplishments in 2020

- Hosted an **LGBTQ+ Pride Month** event on pronoun usage titled *They, Them: Interacting with Gender Nonconforming Colleagues, Partners, and Clients*.
- Expanded efforts to **encourage pronoun usage** in signatures and nameplates across AIR platforms.
- Held four **ERG-wide discussions** on topics of interest to AIR PRIDE members.
- Revised and updated the AIR Pride **bylaws**.
- Established a **Microsoft Teams site** for AIR PRIDE members. The site houses resources and offers a forum for ongoing member communication and outreach.

AIR VIVA



Mission

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

Leadership

Brenda Arellano, chair

Marcela Movit, vice chair

Cecilia Majors, documentarian

Sebastian Gomez, social committee chair*

Irma Perez-Johnson, executive sponsor

Key Accomplishments in 2020

- Hosted a **Hispanic Heritage Month** event titled *The Latino Workforce and Economic Recovery*. The event featured speakers Mark Hugo Lopez of Pew Research Center and AIR's Irma Perez-Johnson.
- Hosted nine **Virtual Cafecitos** during the COVID-19 pandemic to provide AIR VIVA members an informal space to connect while adjusting to virtual work.
- **Surveyed** membership to evaluate the inclusiveness of the AIR VIVA tagline and established a subcommittee to rebrand the tagline to ensure proper representation of the community.
- Launched a **book club** in November with Sonya Sotomayor's autobiography *My Beloved World*, with plans to convene for discussion in 2021.

* Former AIR staff member.

AIR Stars & Stripes



AIR STARS & STRIPES

Mission

AIR Stars & Stripes leverages and develops 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

Rebecca Branch, chair

Sudie Whalen, vice chair

Christian Souvenir, documentarian

George Bohrnstedt, executive sponsor

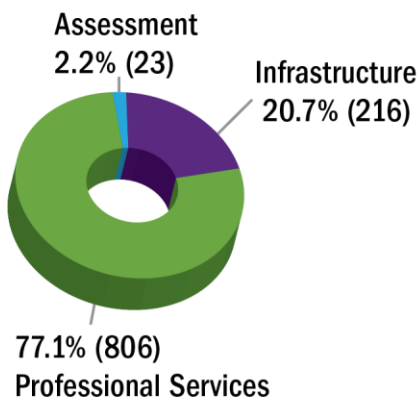
Key Accomplishments in 2020

- Hosted a **Veterans Day learning event** in which AIR and IMPAQ researchers presented on topics related to veteran support.
- Conducted a **care package drive** for military families for Independence Day, which collected more than 70 items for Blue Star Moms.
- Contributed to **research and technical assistance projects** related to veterans and the military.

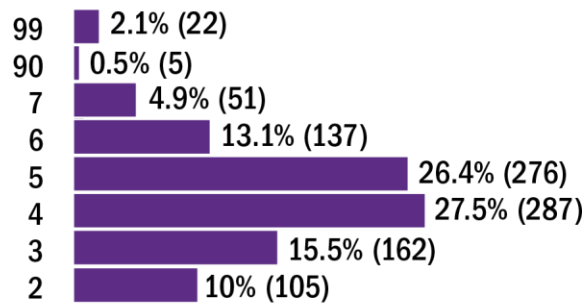
Our Workforce in 2020

AIR recognizes that the diversity of our workforce enhances our focus, contributes to our growth and maximizes our impact. AIR’s demographics have shifted and will continue to shift as the organization experiences major changes, like the divestiture of the Assessment Division and the acquisitions of IMPAQ and Kimetrica. We will continue to closely monitor demographic data for trends in the coming years. Recruitment and retention of diverse staff remains a priority. *(Data below are as of December 31, 2020. Percentages have been rounded. These data capture AIR’s demographics before restructuring.)*

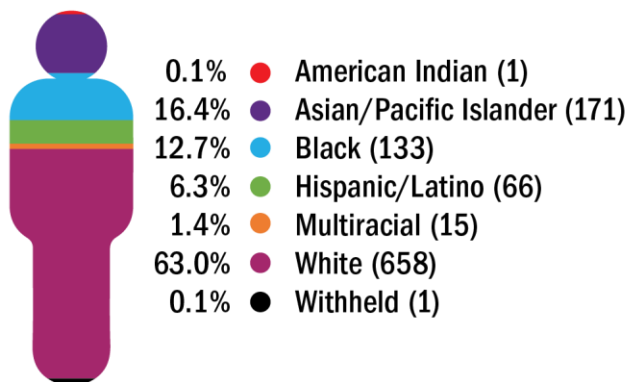
Staff by Division



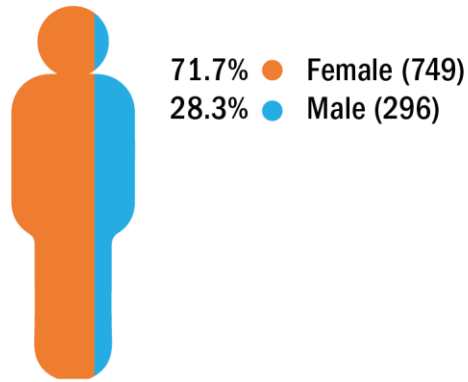
Staff by Level



Staff by Race



Staff by Gender

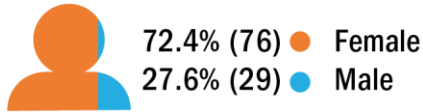


Note: Percentages may not sum to 100% due to rounding.

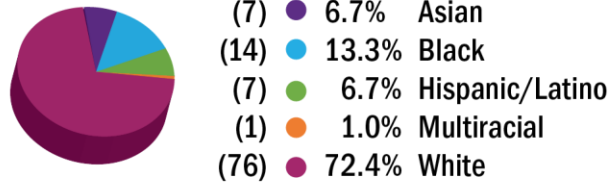
Our Workforce in 2020 *(continued)*

Level 2

by Gender

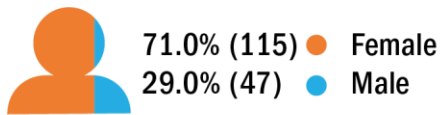


by Race

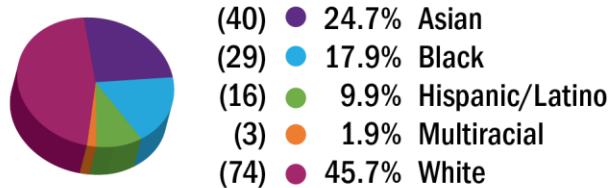


Level 3

by Gender

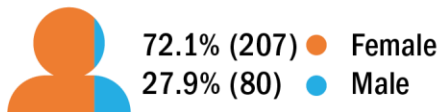


by Race

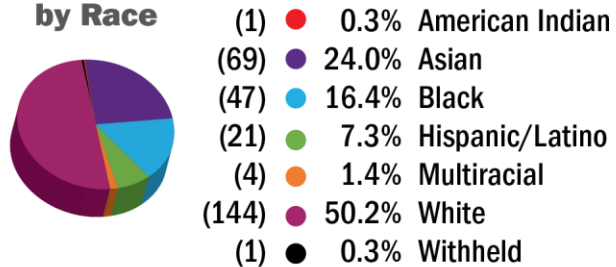


Level 4

by Gender

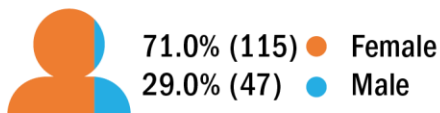


by Race

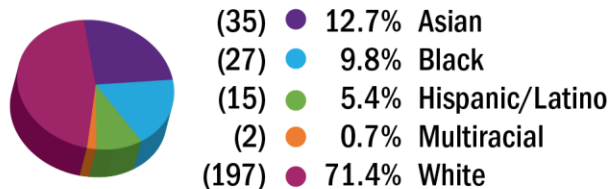


Level 5

by Gender



by Race

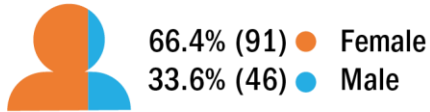


Note: Percentages may not sum to 100% due to rounding.

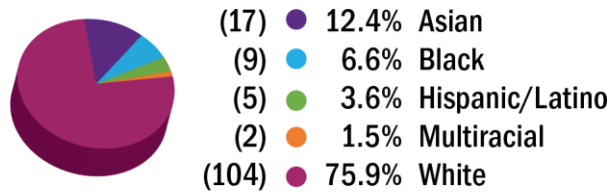
Our Workforce in 2020 *(continued)*

Level 6

by Gender

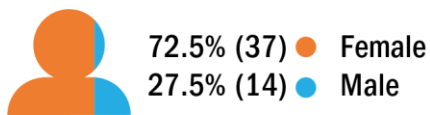


by Race

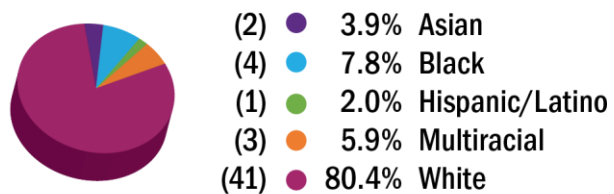


Level 7

by Gender

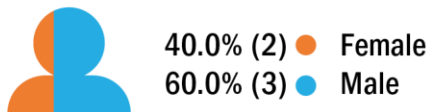


by Race

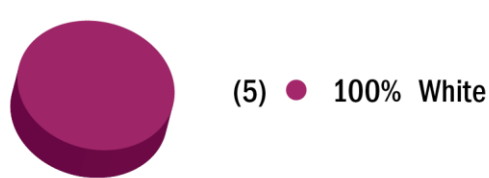


Level 90

by Gender

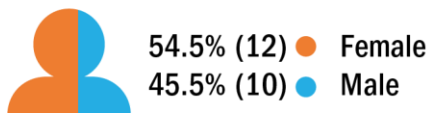


by Race

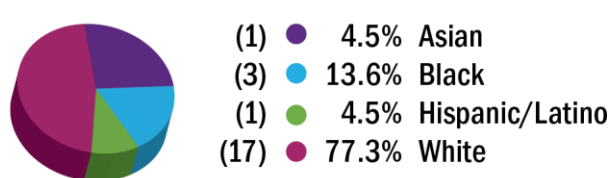


Level 99

by Gender



by Race



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

Looking Ahead: 2021 Activities

Guided by AIR's DEI Framework, here are our major plans for 2021:

- Extending and integrating our DEI efforts with our new colleagues at IMPAQ and Kimetrica.
- Broadening the scope of the Reciprocal Mentoring Program to pair more staff from underrepresented groups with mentoring partners from AIR leadership.
- Pursuing recommendations from 2020 DEI Action Plans to support the DEI Council's efforts to address equity issues at AIR.
- Establishing accountability measures for AIR's Five DEI Commitments with collective guidance from the Executive Leadership Team, senior leaders, DEI Office, DEI Council and ERGs.
- Continuing the Pipeline Partnership Program (P3) with support from AIR's Equity Initiatives and our participation in the CEO DEI Consortium.
- Continuing Inclusive Conversations on topics of interest to AIR staff.
- Expanding the integration of Cultural and Linguistic Competence (CLC) across our projects, research, and operations, with resources and assistance provided by the CLC Workgroup.
- Promoting the work of our eight ERGs as they inspire staff across AIR to embrace diversity, equity and inclusivity in the workplace.

GET INVOLVED!

To learn more about the above activities or to join an ERG, visit the [DEI Portal](#) or contact AIRDiversity@air.org.

Diversity, Equity & Inclusion Contacts

DEI Office

Karen Francis, director: kfrancis@air.org

Cecilia Majors, program manager: cmajors@air.org

Allison Hedrick, project associate: ahedrick@air.org

Winie Kirkos, project associate: wkirkos@air.org

General email: AIRDiversity@air.org

DEI Council

Karen Francis, chair

Young Yee Kim, vice chair

On the AIR Portal

diversity.air.org

External Webpage

www.air.org/diversity