

Duke University/Duke University Health System  
2007 Affirmative Action Plan  
Best Practices

# Best Practices

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## Equal Opportunity and Affirmative Action

The Department of Labor's Office of Federal Contract Compliance Programs (OFCCP) enforces the nondiscrimination and affirmative action requirements that apply to federal contractors and subcontractors. The agency recognizes outstanding federal corporate practices through its annual Exemplary Voluntary Efforts (EVE) and Secretary's Opportunity 2000 Awards ceremony. The OFCCP gives awards to exemplary federal contractors that have multi-faceted and innovative programs that enhance employment opportunities for all employees. Award winning programs generally embrace the following best practices:

- Institutional leadership and demonstrated commitment to equal employment opportunity and affirmative action, that are communicated throughout the organization;
- Successful analysis and self-monitoring of the contractor workforce to identify and address possible discrimination and ensure compliance with federal equal opportunity requirements;
- Good faith efforts to remove identified barriers and expand employment opportunity via accountability and measurable results from the successful good faith efforts.

This document describes Duke University's best practices in the areas of affirmative action and equal opportunity. The list of initiatives described in this document is by no means an exhaustive list, but rather a representative sample of the various programs and initiatives at Duke. The programs and projects are divided into the following categories:

1. recruitment and hiring;
2. promotion and career advancement;
3. terms and conditions/workplace environment;
4. community initiatives; and
5. other programs.

Descriptions of these categories can be found at the beginning of each section.

### 1. RECRUITMENT AND HIRING

*The focus of recruitment and hiring is on affirmative recruitment programs that are designed to create a diverse workforce, such as internships, recruitment strategies, and education and training programs used for hiring.*

#### Faculty Diversity Initiative

In 1993, the *Black Faculty Strategic Initiative* recommended that the number of regular rank Black faculty be at least doubled in the following ten years. This goal was more than accomplished, and the Provost appointed a Task Force on Faculty Diversity to define salient issues that would inform a new diversity initiative for the decade 2003-2013. In conjunction with a recommendation made by the *Women's Faculty Development Task Force*, the Provost appointed a Standing Committee on Faculty Diversity in 2003. The Committee meets

regularly during the academic year and is charged with examining the situation of women and underrepresented minority faculty across several dimensions: recruitment, hiring and retention; developing resources to assist local units in hiring; mentoring; assessment of data, and making recommendations to the Provost in the area of faculty diversity. The Provost reports regularly to the Academic Council on the progress of work related to the Faculty Diversity Initiative.

Other measures that resulted from the work of the task forces include mandated exit interviews; supporting grassroots networking among female faculty; developing an institution-wide faculty climate survey (completed in 2005 with analyses of data and reports provided to the faculty and leadership in 2006); and providing central financial support to enhance the strategic hiring and advancement of women and minority faculty. These efforts continue. In addition, diversity is one of the core themes highlighted in the 2006 strategic plan for the University, *Making a Difference*, which was approved by the Board of Trustees in the fall semester of 2006. In September 2006, Duke University received one of five accelerator awards from the Alfred P. Sloan Foundation related to Faculty Career Flexibility. This award is enhancing and supporting some of our work related to diversity in the academy, specifically a flexible work arrangement policy, efforts related to dual-career (couples) recruiting and retention, and pre-retirement planning and post-retirement work. Concerns regarding “pipeline” issues have also led to the establishment of the Provost’s Postdoctoral Award Program, which begins in 2007.

### **Recruitment and Retention of Women and Minority Administrators**

In 2001, a Task Force on the Recruitment and Retention of Women and Minority Administrators was charged with examining issues around recruitment and retention of minority administrators and making recommendations to help guide Duke’s efforts toward increasing diversity among senior management. As part of the ongoing efforts to increase diversity across the University, officials are taking new steps to ensure the diversity of Duke’s applicant pools for upper-level administrative positions. Recent guidelines codified consultations for administrative searches, including pre-hire examination of hiring lists to ensure broad applicant pools, and forwarding of candidate lists to the Search Committee’s direct supervisor and to the Office for Institutional Equity (OIE). The new guidelines are designed to expand the scope of recruitment by making a concerted effort to seek out qualified women and minority candidates, and by implementing a structure for accountability and reporting to ensure continuous review of the process.

**Diversity leadership initiatives** started in the Health System with the creation of the Diversity Leadership Group to bring diversity and inclusion into the mainstream of healthcare management. The **Diversity Leadership Group (DLG)** is headed by the Hospital C.E.O. and includes several other senior administrators, as well as a cross-section of other Hospital staff. The DLG has developed a detailed diversity plan with specific strategies, timelines, and outcome measures. Initial work has focused on: increased recruitment and retention of women and under-represented minorities in senior administrative positions, diversity education for all staff, integration of diversity behaviors into the performance evaluation system, development and implementation of a process to assess and validate cultural competence for managers and other staff, and development of a communication strategy to help staff understand the strategic importance of diversity and its connection to high quality patient care. Progress has been made in each of these areas. In recognition of this

work, Duke Hospital recently won a national diversity award. Additional diversity initiatives include:

- Diversity Leadership Groups in several Health System entities are now in place and are responsible for implementing plans to meet the diversity goals established by their local DLG's;
- A DUHS-wide coordinating DLG is composed of senior leaders from the local DLG. This coordinating group meets every two months to ensure system integration and alignment;
- More than 300 managers at Duke Hospital have completed an 8-hour diversity training course;
- Duke University School of Medicine department chairs will complete cultural competency training in May, 2006, followed by the medical staff.

### Women's Initiatives

In 2003, the President's Commission on the Status of Women was appointed, and smaller working groups were developed by the Commission to address specific issues. Initiatives currently in place as a result of this work include:

- **Mentoring at Duke Program.** Designed by Human Resources, this formalized and innovative program is a tool for encouraging recruitment and retention, while enabling Duke to maintain its competitive advantage by capitalizing on existing talent.
- **Employee Tuition Assistance Program** is designed to reimburse tuition costs to staff wishing to take up to two courses per semester at Duke or any other institution accredited by the Southern Association of Colleges and Schools that has a physical presence in North Carolina.
- **Professional Development Plans** are now required and part of the performance evaluation for all Duke staff.
- **A Guide to Managing at Duke** is required for all supervisors and managers. This three-day program prepares and equips managers to meet strategic operational and work culture objectives through effective managerial practices. Program participants develop and enhance managerial skills and perspectives while working through the HR cycle of recruiting and selecting, orienting, managing performance, building a positive work culture, and managing change.

The next stage of the Women's Initiative was initiated with the inauguration of the President's Council on Women in November 2006. This group is chaired by the President and meets quarterly to make recommendations, initiate new programs and to track progress.

### Network Connectors - Outreach to the Hispanic Community

OIE is continually seeking new and innovative ways to create a more diverse and inclusive work force by providing opportunities for all qualified applicants to seek employment at Duke. One such effort is Network Connectors. This initiative seeks to engage members of the Latino/a community by using their informal networks to spread the word about mid- to upper-level management openings at Duke University/DUHS. Prospective applicants can access the Duke University online recruitment system to apply for

a particular position. There are alternative methods for applying for positions at Duke to accommodate those who may not use the Internet. Feedback is periodically sought to assess and to improve the effectiveness of this effort relative to reaching Latino/a professionals in the Triangle area.

## 2. PROMOTION AND CAREER ADVANCEMENT

*The focus of promotion and career advancement is on programs that have eliminated barriers to the advancement of women, people from diverse ethnic and racial groups, persons with disabilities, and older workers (those 40 or older). Programs such as mentoring, education, and training for purposes of promotion and career enhancement initiatives, are included in this group.*

### Human Resources Training and Development Programs

Departments across Duke University and Duke University Health System continue to focus on developing managerial skills and providing professional development opportunities for supervisors and managers.

#### ➤ Professional Development Institute

The Duke Professional Institute is a human resource center dedicated to providing professional development training programs and resources for staff. The Institute offers long-term resources and training programs with a tailored curriculum designed to develop the skills and abilities needed to compete for employment opportunities at Duke. The Institute also maintains a Resource Center that provides a central location for staff to access information and support to help them pursue their professional goals at the University. The *First Time Supervisor* Program, begun in January, 2006, focuses on the professional development of staff members who aspire to become supervisors, or who will be moving into new supervisory roles. The program provides structured training in the areas of people management, financial management and budgeting, project management, and other supervisory competencies. The completion rate for this program is 95% and graduation took place in December, 2006. In addition, Class V of the Office Staff Development program began in September 2006. This program develops staff in lower level positions (level 2 – 6) to move into promotional opportunities in administrative office and medical office support roles.

### Office for Institutional Equity Programs

The following are two-hour workshops and programs, most of which can be tailored to specific departmental needs, which have been designed for staff in all areas, including managers, and health care providers.

- **Enhancing Respect in a Diverse Workplace** explores the important relationship of respect in the workplace to productivity and teamwork, reviews the model for understanding workplace respect, recognizes how subjective perceptions of respect influence our expectations and experiences, and provides participants with the opportunity to practice the provision of feedback using the SBI Model (situation/behavior/impact). Arrangements can be made for professional actors to participate in these sessions.
- **Equity & Employment** is geared to managers and supervisors, and provides a review of compliance areas related to managing diversity: affirmative action and equal opportunity, harassment prevention and complaint handling, and enforcement of disability and non-discrimination policies. Participants review the basic tenets of the

policies and then practice engaging employees in challenging conversations related to these policies. Arrangements can be made for professional actors to participate.

- **Harassment Prevention 101** provides an overview of Duke's harassment policy, as well as practical strategies for minimizing even the perception of harassment. The session includes examples of behaviors and situations that might violate the harassment policy, and options for responding to inappropriate or harassing behavior. Case scenarios and a short videotape are utilized to reinforce the workshop material.
- **Challenging Dialogues at Work: Race, Sex, and Religion** focuses on the challenges that managers sometimes experience in discussing certain workplace issues. Via role-playing with professional actors, this workshop offers communication skills practice as well as guidelines for effective workplace interaction.
- **Respect for Lesbian, Gay, Bisexual, and Transgender Concerns in the Workplace** is designed to help managers understand the particular concerns of gay, lesbian, bisexual, and transgender employees and job applicants. The session explores the importance of inclusive language, strategies for responding to comments that may appear to be offensive, and other ways to create an LGBT-inclusive work culture.
- **Concerns for Lesbian, Gay, Bisexual, and Transgender Patients** focuses on what health care providers can do to establish LGBT-friendly assessments, and conduct appropriate and sensitive patient interviews. The session explores the importance of inclusive language, strategies for responding to comments that may appear to be offensive, and other ways to create an LGBT-inclusive work culture within both the University and DUHS.
- **Communication across Generations** focuses on the workplace tensions and opportunities created by multiple generations interacting in the same work environment. It is important to look critically at this form of diversity, to create strategies for better understanding of generational differences, and to respond more effectively to conflicts, concerns, and strained communication.
- **Police Department's Community Liaison Program:** OIE conducts annual diversity and community relations training for all Duke University and Duke University Health System police and security officers. In addition to standard lectures and discussions, facilitators use popular film to engage the audience and that compliment other training methodologies. Professional actors who portray realistic campus encounters in an effort to highlight effective strategies in community relations and community policing.
- **Diversity Film Series** with accompanying group discussions are offered either as open enrollment programs, or for individual departments. The films are suitable for employee groups at all levels, and are typically 30 to 60 minutes in length. Some offerings are part of a film series, and can be viewed individually or as an entire series. Available films are "The Power of an Illusion", a three-part series, and "Out at Work."

### Diversity Working Groups

The OIE Diversity and Equity Program offers consulting services to various work areas within the Institution to establish local Diversity Working Groups (DWGs), whose mission

is to develop long-term goals for improving the work culture and maximizing the heterogeneity of employees. These groups are composed of a cross-section of leaders, managers, and front-line employees, who meet on a regular basis to develop and implement work systems and professional development programs that will achieve these goals.

### Diversity Newslinks

The Newslinks are a monthly email subscription service which provides up-to-date information about diversity in health care and higher education. Subscribers also receive book reviews and Triangle events related to diversity. The total number of subscribers at the end of 2006 was 1,232.

### Rewards and Recognition

#### ➤ Diversity Awards

The Duke University Annual Diversity Awards recognize staff or faculty members who have demonstrated, through their positive interactions with others, a respect and value for differing backgrounds and points of view within the University Community. Three diversity awards, Mentoring Minorities, Wind Beneath the Wings, and Taking Care of All Students, were presented at the 2006 Teamwork and Diversity Award Luncheon by Duke University President Richard H. Brodhead.

#### ➤ OIE Equity, Diversity, and Inclusion (EDI) Award

The EDI Award recognizes individuals and groups across the University and DUHS for exceptional leadership and commitment to equity, diversity, and inclusion within the Duke Community. This semi-annual award recognizes individuals and groups who have: participated in OIE initiatives; employed strategies to promote equity, diversity, and inclusion in an observable and measurable projects, initiatives, etc.; and demonstrated behavior which illustrates leadership and commitment to the inclusion of members of traditionally under-represented groups. Recipients of this award are automatically nominated for the University's highest diversity award, the Blue Ribbon Diversity Award, which has been conferred to a former EDI Award winner.

#### ➤ Strength, Hope and Caring Awards

The Strength, Hope and Caring Awards Program is designed to recognize Duke Hospital staff members and teams on a monthly basis for their personal commitment and exceptional patient care. The Duke Hospital's Human Resources Advisory Group selects the award winners from the nominations submitted.

### 3. TERMS AND CONDITIONS/WORKPLACE ENVIRONMENT

*The focus of terms and conditions centers on disability and religious accommodation programs, sexual harassment, pay equity, insurance, employee benefits, and work-life and family-friendly policies and practices.*

#### Code of Conduct and Compliance Program

DUHS has an established Compliance Program, and a Code of Conduct, "Integrity in Action" to reflect the System's commitment to compliance with the law, and to support for the best possible work environment for all members of the Duke community. Additionally, the Compliance Program established a reporting mechanism to allow staff to report incidents and to raise issues of concern. The program includes an anonymous telephone line for

reporting concerns, and a non-retaliation/non-retribution provision to assure that no employee is subject to any adverse action for bringing forward his/her concern.

### **Harassment Policy**

Harassment of any kind is unacceptable at the University/DUHS. Other core principles of the policy include a prohibition of retaliation and multiple places for assistance. The policy applies to all members of the University - faculty, staff, and students.

An expectation of confidentiality is contained within the policy, and retaliation against those who come forward with harassment concerns or complaints is expressly prohibited. Several mechanisms for addressing issues of harassment is provided, as well as a list of available resources.

The harassment prevention program is designed to ensure that staff, faculty, students and visitors are able to work, learn, and participate in a true community, unburdened by harassment and discrimination. The primary goal is to provide relevant and comprehensive harassment prevention and complaint handling training opportunities to members of the Duke Community. Overviews of the policy and complaint handling mechanisms are disseminated to the Community on a regular basis. The full harassment policy is available in Appendix E. The full text of the policy is also available to employees in print and electronic format on the OIE website.

In its continuing efforts to better educate and inform the community, OIE has developed a website devoted solely to issues surrounding the harassment policy and harassment prevention. The website contains the definition of harassment and provides examples of behaviors that might violate the harassment policy. Portals for various groups (students, faculty, staff, patients and visitors) open to web pages that list group specific resources. There is also a page with frequently asked questions and responses.

### **Policy on Consensual Relationships**

The Duke University Policy on Consensual Relationships was adopted in March, 2002, with the primary intent to encourage work and learning relationships grounded in objectivity and professionalism. While the policy does not expressly prohibit such relationships, it addresses the inherent risks and possible conflicts of interest created by consensual relationships in the workplace or classroom. The policy provides guidance and counsel on appropriate responses to such relationships, and ways in which to relieve such conflicts. The Policy on Consensual Relations addresses both faculty/student and employee/manager relationships. Separate sections within the policy communicate the University's expectations under each circumstance. Definitions are also included in the policy.

If consensual relationships do occur within the context of an employee/manager or faculty/student relationship, the policy lists several measures that the faculty member or manager should take in order to minimize the appearance of any conflict of interest. The full text of the consensual relationship policy is available in Appendix F, and to employees in both print and electronic format on the OIE website.

### **Disability Management System**

The Disability Management System (DMS) provides leadership to the University and DUHS, to ensure an accessible and hospitable working and learning environment for people with disabilities, as well as fully complying with federal and state regulations. DMS interfaces with all organizational units of the University and collaborates with staff and faculty to

ensure compliance and raise consciousness about the needs of persons with disabilities. DMS is responsible for development and implementation of standard University practices and procedures, and for responding to the needs of faculty, staff, students, and visitors with disabilities.

Over the past year, the following disability-related accomplishments have been noteworthy: completed employment accessibility audits at Durham Regional Hospital and Duke Health Raleigh Hospital; collaborated with Duke Health Technology Solutions (DHTS) resolving email and Electronic Signature software barriers for blind employees; negotiated institutional site license for Zoom Text; continued ongoing collaboration with Office of Information Technology (OIT) to resolve accessibility interface issues between Lectoria technology and JAWS; collaborated with Occupational and Environmental Safety Office (OESO) to ensure site specific emergency evaluation plans for students and employees with disabilities; collaborated with Staff and Family Relations to ensure accessible lactation rooms for employees and students; collaborated with Office of the University Architect (OUA), Facilities Management Department (FMD) to secure East Campus exterior directional signage installation.

### Family-Friendly Programs

For the fifth consecutive year, the University and DUHS have been named among the top family-friendly workplaces in North Carolina by *Carolina Parent* magazine. With more than 29,000 faculty and staff, Duke is the largest private employer in the Triangle. Duke's commitment to helping those who invest their careers here has been instrumental in making Duke one of the nation's premier institutions for education, research, and patient care. The magazine states that "Duke University and Health System offers an extensive family-friendly benefits package for its many employees. And even more diverse options are being added almost all the time." Family-friendly programs introduced in the last year include:

- The Duke Child Care Partnership Program has been expanded to provide priority placement at 29 area child care centers for Duke parents. Nearly 300 families at Duke have taken advantage of the expanded program;
- Mobile Farmers Market is a program that is offered to help busy Duke faculty and staff get their recommended five servings of fruits and vegetables a day at a fair price and convenient location. The Mobile Farmers Market provides an opportunity for employees to buy a share of their favorite products from one of the participating farmers and pick up their weekly share on Duke's campus.
- Hurricane Katrina Vacation/PTO Donation Program allowed employees to donate accrued vacation or paid time off to those employees who volunteered for organized disaster relief efforts or who supported immediate family members affected by the hurricane. Duke also opened its doors to college students of employees who were displaced by Hurricane Katrina.

## 4. COMMUNITY INITIATIVES

Duke's *community initiatives* assist in the economic and social development of surrounding Durham and Triangle communities.

In 2005 Duke University purchased \$263 million in goods and services in Durham County, North Carolina alone, and spent \$280 million on construction projects. In addition to ranking third in the total number of private employer jobs in the state, Duke also

generated tax revenues which supported state and local economies. In 2004-05, approximately \$16 million was provided in municipal services, such as police and road maintenance. The University paid \$5.9 million in direct taxes and fees (including \$1.8 million in sales taxes), and \$1.5 million in property taxes for non-educational buildings. Duke paid almost \$30 million in lease payments to Durham city and/or county property owners, which produced an estimated \$1.5 million in property taxes to Durham city and county.

Duke University's powerful research engine also continues to generate new jobs. Using the federal government's estimate that 36 new jobs are created for every million dollars provided in research, we estimate that Duke was responsible for more than 18,600 jobs in North Carolina in 2004-05, including desirable high-tech positions.

In 2006, with 29,911 employees, Duke was rated the largest employer in Durham County by the Greater Durham Chamber of Commerce. Also, in 2006, Duke spent over \$2.1 million in community-wide programs for education, youth mentoring, community non-profit, neighborhood development and other city-wide community support programs.

### **Duke-Durham Neighborhood Partnership**

The principal goals of the Duke-Durham Neighborhood Partnership are to work with residents to improve the quality of life in 12 neighborhoods near campus, including some of the city's lowest-income areas, and to boost student achievement and teacher performance in the seven public schools which serve these neighborhoods. The Partnership also supports the goal of making public service a high educational priority by encouraging Duke students to volunteer in the community. More than 400 students volunteer annually through the Partnership, as mentors and tutors. Staff members from more than 35 Duke departments also participate in community programs.

### **Community Health**

The Duke-Durham Neighborhood Partnership has helped facilitate the creation of two school-based wellness clinics and two neighborhood health clinics in partner neighborhoods. The Walltown Neighborhood Clinic, which celebrated its first anniversary in January, 2006, serves primarily low-income patients from the Walltown neighborhood and greater Durham.

### **Housing**

Through its support of Durham's Habitat for Humanity and Self-Help Credit Union, Duke has helped renovate or construct more than 70 houses in Walltown, a low-income, historically African-American neighborhood near Duke. An additional 20 renovations or constructions are planned. Special city loans and equity programs have allowed residents to become homeowners, boosting the neighborhood's low 20% home ownership rate to almost 30%. About 40% of the first time homeowners are Duke employees. Duke is also supporting a grassroots partnership to increase affordable housing in partner neighborhoods in Southwest Central Durham. The University also provides staff support to resident groups, nonprofits, and businesses.

### **Small Business Consulting Program and Supplier Diversity Program**

The Small Business Consulting Program (SBCP) consists of the Minority Business Consulting Program (MBCP) and the Fuqua Student Consulting Program (FSCP). Both of these programs offer confidential business assistance to small, local companies in the Triangle area that do not have the resources to pay for such services. However, MBCP focuses on

minority-owned companies. Consultation for these businesses is provided in a variety of areas to enhance their competitiveness and profitability. These programs are also designed to assist companies in meeting the contract qualifications required by Duke. The program is supported by the Fuqua School of Business and the North Carolina Institute for Minority Economic Development and is funded by corporate grants.

The Supplier Diversity Program is designed to develop relationships and conduct business with local minority and women owned business enterprises (MWBEs) in the Durham area. Duke has identified this as a priority and is dedicating much needed time and resources to the advancement of the program. A Supplier Diversity Development Task Force has been formed to further identify initiatives and avenues to further the goals and mission of the program. The Program Coordinator is responsible for identifying and recruiting qualified MWBEs that are interested in doing business with Duke and provide education regarding the business process and procedure at Duke. In the fiscal year 2006, Duke conducted over \$33 million dollars worth of business with MWBEs . Currently, Duke is doing business with over 450 businesses that are identified as MWBEs.

### Schools and Youth Programs

The Office of Community Affairs links Duke faculty, staff, and students with school personnel from seven partner schools. These partnerships have helped student performance rise at least 20 percentage points for the past three years. More than 400 Duke students volunteered as mentors and tutors in partnership schools last year. Partners for Youth, an award-winning mentoring and summer job program, is designed to encourage teens living in the West End area of Durham to attend college.

In February, 2006, President Brodhead announced that the Durham Public School System and Duke were expanding their longstanding partnership with three new initiatives designed to significantly boost support for classroom teachers. The new initiatives will offer intensive Spanish-language training to Durham teachers, provide mentoring for veteran teachers in an effort to reduce their turnover, and allow students to earn free master's degrees in teaching if they teach in Durham Public schools. The programs are expected to provide direct support for as many as 200 Durham Public School teachers who work with approximately 6,000 public school students.

A computer recycling program has been in place for several years. In prior years, Duke donated 50 – 75 late-model CPUs. During 2006 the program was enhanced, and will contribute up to 2000 computers per year. This not only helps provide high-tech equipment for use by students, but also helps Duke to be environmentally responsible in recycling serviceable units. In this program, the hard drives of very useable computers that are no longer in circulation at Duke are completely cleared and refurbished for use by area schools and community nonprofit organizations. For the area schools this allows for classrooms to have modern, Internet-ready computers to assist students with learning.

### 5. OTHER PROGRAMS

*The other programs category embraces any other policies, programs, or practices not readily identifiable in the previous four groups or where there was an overlap between or among groups.*

## Martin Luther King Commemoration

Duke University sponsors an annual celebration centered on Martin Luther King, Jr.'s birthday, with a variety of activities across the campus. All events are designed to encourage student, staff, and community participation, and are free and open to the public.

The theme for the 2007 celebration was "Come to the Table: Finding Fellowship Amid Fragmentation." Some of this year's events included: photographic exhibits; various symposia; musical, film, and theatrical events; and discussions and forums. Emmy Award winning documentary filmmaker Dante James talked about his PBS series. Andrew Young, former Mayor, Ambassador, Congressman, civil rights leader and confidant of Dr. King delivered the keynote address at the annual Sunday chapel service. Nancy Giles, CBS Sunday morning contributor, comedian and actress shared her provocative observations of today's world. All events were free of charge and open to the public.

## Samuel DuBois Cook Society

The Samuel DuBois Cook Society was founded in 1997 to honor Duke's first African-American professor. Its mission is to recognize, celebrate, and affirm the presence of the African-American members of the Duke community. The 10<sup>th</sup> annual Samuel DuBois Cook Society Awards Dinner honored six outstanding awardees who have exemplified the ideal of "The Beloved Community." The annual Cook Colloquium featured a keynote speech by Dr. Robert Bullard, a noted expert on environmental justice issues.

## Women's History Month

National Women's History Week was established by the U.S. Congress in 1981, and expanded in 1987 to turn the celebration into Women's History Month. In order to support and raise awareness and sensitivity to issues of gender, OIE participates in the celebration of National Women's History Month. Past activities have included regular announcements in publications such as *The Chronicle*, ads featuring celebrated women with connections to Duke University and sponsoring notable women speakers on campus.

## Work Culture Survey

The survey was developed and implemented in 1999 for DUHS staff, with the goal of continued improvement of the work culture.

The results of the first survey led to many new programs and enhancements, and the decision was made to conduct a survey of all employees every three years. In 2002, the second survey results were again used to help guide development of new initiatives and programs to improve the System's work environment. The third Work Culture Survey was held in April 2005, with the goal of identifying work culture strengths and weaknesses, and using the resulting data to reinforce these strengths and address any weaknesses.