

**Accountability Committee Updates:**  
What have we been doing?

April 13, 2022

Looking for past Accountability Committee Updates? Visit: <https://sites.nicholas.duke.edu/diversity/learn-about-our-work/accountability/>

---

**Increasing our KNOWLEDGE**

[Learning opportunities/trainings]

**NSOE's 2<sup>nd</sup> Cohort of Racial Equity Learning Arc is Completed.** In January NSOE launched the 2nd round of The Racial Equity Learning Arc series of workshops, which is created and facilitated by The Equity Paradigm. All Durham and Beaufort-based Undergrads, Professional, Graduate Students, Staff, Faculty, Scientific Researchers, and Post-Docs were encouraged to participate. The cohort completed the Racial Equity Learning Arc at the end of March.

**On-going Student Community Check-ins.** In December, we held a check-in to discuss and process the recent verdicts and surrounding events of the Rittenhouse trial and the trial of Ahmaud Arbery's murderers. This discussion was facilitated by Nicki Cagle, Tom Brooks, and Nancy Kelly. In March, we had a community check in related to the Russian invasion of Ukraine.

**Presentations on Duke DEI Climate Survey Results.** Dean Steelman made presentations at the Faculty and Staff Plenary in December, Faculty only plenary in January, senior staff in January and to the Actionators on the results from the Duke wide Climate Survey.

**Disability Awareness Workshop (at DUML)** - On March 15, 2022, the Marine Lab hosted a Disability Awareness Workshop and speakers included Leigh Fickling (Executive Director, Disability Management Systems at Duke University) and Tony Galiani (Program Director, ADA Facilities, Disability Management Systems at Duke University). Presentation and discussion focused on disability awareness, disability etiquette, and creating accessible programs for fieldwork at the Marine Lab. The workshop was open to all the Marine Lab community members (faculty, staff, and students).

**How to Create a Culturally Inclusive Classroom.** In January, February, and early March, Nicki Cagle led small-group workshops for faculty on diverse topics related to creating a culturally inclusive classroom, including an exploration of land acknowledgements, how to handle uncomfortable moments, and increasing the representation of voices historically marginalized in academic and environmental spaces.

**NSOE DEI Newsletter.** Since October, the NSOE Associate Dean of DEI & Nicholas Fairbairn have produced a monthly, all-school DEI newsletter! The newsletter includes ways to communicate, celebrate, and educate ourselves about DEI best practices and happenings in the school and our larger Duke and Durham/Beaufort communities. To see past issues, please visit the [NSOE DEI Newsletters](#) webpage.

**Mandatory Anti-Racism Workshops.** This January NSOE Professional Students completed their required anti-racism training during three sessions, one for 1<sup>st</sup> years, 2<sup>nd</sup> years, and those students that are new to the U.S. (opt-in). These sessions were facilitated by Pam Bivens, Assistant Director for Diversity and Inclusion at Duke University, J'nai Adams, Associate Director of the Center for Multicultural Affairs, and

Q. Smith, Associate Director of the Mary Lou Williams Center for Black Culture. The Actionators will be reviewing student feedback from this event at the Actionator retreat in May, and will propose changes to future workshops based on this data.

**SKY Wellness Seminar (at DUML | April 2022)** - As a part of the larger diversity, equity, and inclusion efforts at the Nicholas School of the Environment as well as at the Marine Lab, DUML has partnered with SKY Campus Happiness to host a SKY Wellness Seminar at the Marine Lab on Monday, April 11, 2022, from 3:00 PM to 4:30 PM. Presented in a lively format for students, faculty, and staff, the SKY Wellness Seminar is an interactive training that includes evidence-based breathwork, meditation, mindful training, and social connection exercises. Participants will also explore the five dimensions of wellness and practical tools for connection and greater self-awareness. Seminar is open to all Marine Lab community members.

**Samuel DuBois Cook Society 2022 Awards Dinner**—Actionators and student representatives attended the 22<sup>nd</sup> Annual Cook Society Dinner February 2022 to celebrate recognize, and affirm the presence of African-American students, faculty, and staff at Duke University.

---

## Changing our BEHAVIOR

[Initiatives to help us change structures/procedures.]

**NSOE DEI Data.** In March, NSOE released its DEI survey of students, staff, and faculty. This survey is a follow up to the one conducted in 2018. Nicki Cagle will be compiling the data and ensuring that it remains anonymous for review by the DEI Actionators during the May Actionator Retreat. In addition, the survey supplements that work that NSOE has been doing to analyze and create strategic priorities based on the Duke DEI Climate Survey. Recall that in January Dean Toddi, Jeff Vincent, Emily Klein, Lori Bennear, Erika Weinthal, Marsha Adams-Parker, and Nicki Cagle attended an all-day Duke DEI Climate Retreat to interrogate the results of the Duke DEI Climate Survey, discuss ways to share those results with our NSOE community, and develop plans of action to improve the DEI climate. Six major areas of concern for NSOE were noted

- Racial and ethnic diversity of faculty and divisional leadership; fairness and transparency of the hiring process
- Communication of criteria for advancement and promotion
- Voice and expressing concerns
- Performance feedback
- Opportunities for advancement
- Climate for women and community members from under-represented minority groups (e.g., microaggressions)

**NSOE DEI Website:** After months of work, this January NSOE launched its new [DEI Website](#). This website serves to increase the transparency of [DEI concerns](#) in the school and tracks the implementation of our [NSOE DEI Implementation Plan](#). In recent months, more content has been added including content on Environmental Justice, additional support resources for students, staff, and faculty, and resources on inclusive mentoring.

**NSOE Coffee Conversation Corps.** NSOE's Coffee Conversation Corps Initiative is ongoing. The NSOE Coffee Conversation Corps aims to improve inclusivity and workplace quality by promoting a positive

and safe work culture among faculty, staff, and students. Specifically, the Coffee Conversation Corps enlists trained Duke faculty and staff as Peer Messengers to help their colleagues uphold Duke's core values (Excellence, Safety, Integrity, Diversity and Teamwork) in their day-to-day behaviors. When unprofessional behavior is reported, instead of seeking immediate punitive actions, Peer Messengers foster improved professionalism through awareness, understanding and support. Programs like the NSOE Coffee Conversation Corps report enormous success.

If any member of the Nicholas School community has experienced unprofessional behavior by another Nicholas School community member, including faculty, staff, or students, please [use this form to submit a report](#). If the behavior you would like to report falls under University definitions of **harassment** or **discrimination**. You can learn more about the [Coffee Conversation Corps on NSOE's new website](#).

**DEI Orientation for New Staff.** In March, Assistant Dean of HR, Marsh Adams-Rucker, HR Administrative Assistant Beatriz Martin, and AD of DEI Nicki Cagle launched a new DEI orientation for all new staff. The orientation includes an overview of the histories of Durham and Beaufort, background on DEI efforts at NSOE, and best practices for creating an inclusive workplace.

**Inclusive Faculty Search Guidelines.** AD of DEI Nicki Cagle has compiled resources and best practices for inclusive faculty searches available for all faculty on our Sakai site. These practices are now being implemented in faculty searches. Most recently, Dr. Cagle trained the chairs of the two current faculty searches in implicit bias (a PlayPosit interactive recording is now available as well), sources of bias on application materials, and a wide-variety of other best practices for inclusive faculty searches.

**Faculty Check-Ins.** This spring AD of DEI Nicki Cagle held check-ins with tenure-track and non-tenure track faculty to identify needs. Additional DEI priorities were developed and implemented after these check-ins. In response to a need for more community, NSOE launched a bi-weekly social hour for faculty!

**Advisory Committees for the Associate Dean of Diversity, Equity, and Inclusion.** To further the work of the Associate Dean of DEI, the Actionators and the DEI committee at DUML continue to serve in an advisory capacity. Nicki Cagle also convenes a Student Advisory committee, including undergraduate, professional, and doctoral students that meets monthly to advise and review initiatives. The last DEI Student Advisory Committee meeting was held on January 19.

**OIE DEI Director Search Committee.** Dr. Nicki Cagle has been invited and is serving on the search committee to identify finalists for a Director of Diversity, Equity, and Inclusion position in the Office for Institutional Equity. This work has already begun with committee meetings to discuss best practices and priorities and to develop interview questions. The committee will also identify front-runners and interview invited candidates to campus.

**NSOE DEI Implementation Plan.** The AD of DEI has posted the [NSOE DEI implementation plan](#) for the school and the first annual evaluation of that plan. Implementation activities for each set of NSOE DEI goals and objectives are evaluated annually based on a 3-point scale: Transforming (3 pts), Developing (2 pts), Emerging (1 pts), or No effort (0 pts). This framework has been adapted from the work of outdoor inclusion expert, Karlisa Callwood, PhD of KAC Consulting, LLC presented at the NAI 2021 Conference. In this, **Transforming** means that the activity is part of the culture of the school and is

regularly practiced. **Developing** means that some aspect(s) are either practiced regularly, but the activity has not been fully integrated into the practices of the school or the activity has only recently been incorporated. **Emerging** means that discussions are taking place about prioritizing or initiating the activity and that there is broad support for doing so. We invite NSOE Community members to review the plan, which was derived through an inclusive process with iterative input from NSOE faculty, staff, students, and alums over the course of several years. If you would like to offer feedback on the implementation plan, please feel free to do so using the [NSOE DEI Feedback Form](#).

**Racial Equity Advisory Council.** Dean Steelman sits on the Racial Equity Advisory Council for Duke. She attended meetings in January and April for the REAC. The Racial Equity Advisory Council serves as an advisory body to the Executive Leadership of the University (President, Provost, Chancellor of the Health System, and the Executive Vice President) and is guided by four subcommittees of experts for the purpose of operationalizing and coordinating the key concepts articulated by the President in his Juneteenth message on Anti-Racism within the Strategic Plan for the University, Towards Our Second Century. Members of the Advisory Council are comprised of faculty, staff, and students whose requisite responsibilities, interests and expertise are attached to the following components in the Strategic Plan:

- Empowering our People
- Commitment to Transforming Teaching and Learning
- Building a Renewed Campus Community
- Forging Purposeful Partnerships in our City and Region
- Activating our Global Network

The Advisory Council will meet regularly to develop a plan that will attach specific steps to be taken and accountability measures for each step. There will be four subcommittees that report up to the Advisory Council as follows: Campus Climate and Assessment, Education and Training, Infrastructure and Policies and Communication.

**Course Evaluation Reviews.** This Fall, the AD of DEI Nicki Cagle began to review course evaluation for DEI concerns. When concerns are flagged, one-on-one conversations are held with faculty members and plans are made for improvement.

**Office of Faculty Advancement Leadership Advisory Committee.** Dean Steelman sits on the OFA Leadership Advisory Committee. She attended the December meeting where faculty career development and building a more equitable work environment were addressed.

**Oceans@Duke** student club/student cabinet members, are working on developing a strategic plan to better exemplify DEI as a core part of Oceans@Duke, and to be intentional as they develop outreach initiatives as well as partnerships benefits/plans for DEI focused groups - including diversity training/meeting training, and best practices program guide.

---

### Recasting our IDENTITY

[Who we are, what we do in terms of research/publication/community engagement as related to our mission, both individual and organizational/collective.]

**Global Week.** The NSOE International Student Council Representative and the President Elect of DICE, along with Nancy Kelly and the AD of DEI, are launching NSOE inaugural Global Week this Fall! Global Week will include cultural, gastronomic, social, and academic events with researchers and practitioners from different environmental disciplines and various cultures. If you want to be a volunteer, please [sign up here](#). If you would like to share any ideas about activities and propose potential speakers who would be interested in participating, please [fill out this survey](#).

**Building in Justice at the School of the Environment.** This December, Drs. Liz Shapiro-Garza, and Nicki Cagle received \$15,500 in funding through the OFA Seed Awards to launch the Building in Justice initiative at NSOE. This initiative will build greater awareness among our faculty and staff of the roots and manifestations of environmental injustice, the strategies being employed to counter these issues, and its relevance to our mission and daily work in ways that also strengthen the sense of community and shared vision and purpose among our faculty and staff. Be on the lookout for upcoming EJ in Research panels, North Carolina-focused EJ field trips, and more.

**Community Building in STEM.** This December, Dr. Nicki Cagle received \$18,400 to support DEI and community-building initiatives in NSOE and other STEM units at Duke University, including the Biology Department, Chemistry, Evolutionary Anthropology, and School of Engineering. The funding will be used to support the training and launch of the Coffee Conversation Corps and to support community building activities.

**AHEAD.** This Spring three programs were merged to create an exciting new program for local high school students from under-represented backgrounds—the [Applying Health and Environmental Across Disciplines](#) (AHEAD) program led by Drs. Meagan Dunphy-Daly, Jason Somarelli, and Nicki Cagle. AHEAD launched with 25+ local high school students from under-represented backgrounds who engaged in mentoring, as well as biweekly activities both on and off campus, including a visit to the Marine Lab!

**Anti-Bias Training for Application Readers.** This December, NSOE application readers for our professional master's programs received training in implicit bias as it applies to reading applications and the types of materials found in applications. This content was integrated throughout the reader training process, and discussions are ongoing as files are reviewed by readers.

**Culturally Responsive Evaluation Resource.** Charlotte Clark and a team of researchers and practitioners are spearheaded the creation of an online resource to help environmental program evaluators do their work in a culturally responsive and responsible manner.

**Seas the Day Podcast.** Faculty, staff, and students worked together to publish the Seas the Day podcast. For example, Stephanie Hillsgrove led the effort on a new episode (and, new series) of [Seas the Day](#) podcast: Episode 19 - Memorializing the Middle Passage in the Deep Atlantic - [Website link](#) & [Spotify link](#). This particularly discusses [work done](#) by Dr. Phillip Turner, Duke University Alumni and Dr. Cindy Van Dover, Professor of Biological Oceanography at Duke University, and many others. This was a collaborative effort across campus and much more broadly.

**DEEP Fall Workshop Series.** The DEEP Collaborative, and the Durham Environmental Coalition (DEC) will be offer three workshops to address Power and Privilege in Environmental Organizations this Fall. Work on this workshop series has been on-going, high-collaborative, with co-leadership from many organizations, including BIPOC led organizations. Since 2017, The Diversity and Equity in Environmental Programs (DEEP) Collaborative—spearheaded by Nicki Cagle—has brought together local community organizations and university-led initiatives that address diversity, equity, and inclusion (DEI), K-12 education, and the environment. Learn more at: <https://sites.duke.edu/deepcommunity/>

**CAIRNS Program Mentoring Continues.** The Career and Academic Innovation and Research Network of Scholars (CAIRNS) Program provides Duke undergraduates from a variety of backgrounds with vertically integrated opportunities to develop academic skills and career readiness, while offering the social support needed for students to have a meaningful, valuable, and successful experience in environmental fields. This Fall 2021 the program launched with 10 undergraduate student participants, 9 professional student mentors, and 5 alumni mentors. A second CAIRNS cohort will be recruited in late April and early May. Learn more at: <https://sites.duke.edu/cairns/>

**Tuesdays in the Orchard.** This Spring, the Nicholas School Student Council, the AD of DEI Nicki Cagle, and several student organizations (e.g., Duke Environmental Justice Network, NET IMPACT, POWG, DICE, DSER, SAF, NQN, DWN, DCS, GPSG, Nicholas School Energy Club, the Duke Sustainability Board, Coding for the Environment, and SAGE) worked together to create community with Tuesday in the Orchard. We hope to continue this in Fall too!

**Faculty Gathering Hours.** Every other Wednesday Nicki and Toddi are hosting faculty to meet on the roof to help promote community.

**Let's Do Lunch.** The Let's Do Lunch initiative – under the guidance of Jessica Brooks and Nicki Cagle – will be launching this Fall! The Let's Do Lunch initiative was proposed by a faculty member and is funded by a Duke seed grant. The program will allow NSOE community members to invite 1-2 students, staff, or faculty members that they don't yet know well to enjoy a free lunch, conversation, and community building!

**Black Equity at Work Committee.** Dean Steelman is serving on a Committee for Duke to consider Management Leadership for Tomorrow's Black Equity at Work Certification. This is an accountability structure in advancing that could advance Duke's anti-racism program. MLT is a non-profit dedicated to developing Black leadership, mostly in the corporate sector.

**Faculty conversations about upcoming faculty search processes.** Dean Steelman has been holding conversations with the faculty and soliciting feedback from the three divisions and faculty council for upcoming search processes. Our goal is to ensure future searches are inclusive and continue to enhance the research and teaching excellence within NSOE that will only come with ensuring we have more diverse perspectives, viewpoints and lived experiences represented among our faculty ranks.

**Marine Lab DE&I Committee (at DUML)** meets monthly to discuss related issues and relevant topics in the DE&I space with a focus on the Marine Lab community as well as DUML's connections to the larger community (Beaufort/Morehead City/Downeast | Carteret County). Meeting in April 2022 will center around prioritizing, developing, and implementing DUML's DEI Goals/Priorities. The list of DEI

Goals/Priorities were created/generated during a previous workshop series that was open to all Marine Lab community members (Teaching and Leading for Equity Workshop Series, February-March 2021).

---

### **New Resources**

- **Nicholas School DEI Website – New Resources Added!** Check out the [DEI website](#). This is a work in progress, so please feel free to send Dr. Cagle suggestions.